SUCCESSION PLANNING AND MANAGEMENT OF STAFF RETIREMENT IN THE PUBLIC SECTOR IN UGANDA: A CASE STUDY OF MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY AND FISHERIES (MAAIF)

BY:

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REG. NO. 2010/AUG/MBA/M889

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS ADMINISTRATION IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF NKUMBA UNIVERSITY, UGANDA

OCTOBER, 2018

DECLARATION

I,**OREE SAMUEL** certify that this dissertation titled "Succession Planning and Management of Staff Retirementin the Public Sector in Uganda" is the original product of my effort and has never been submitted to any university for any award.

Signature: …………………………………….

Date: …………………………………………

APPROVAL

I, Associate Professor **E.B MUGERWA** certify that this dissertation has been under my supervision and it is now ready for submission to the School of Business Administration of Nkumba University for examination.

Signature: ……………………………………….

Associate Professor MUGERWA E.B. (PhD)

Date: …………………………………………

DEDICATION

I wish to dedicate this Dissertation to my entire family and most especially to my dear wife Mrs. Flora Oree (Deceased) and my children; Andrew Edonga, Winfred Ayao, PheonaAkello, Ivan Oding, Mathew Agweny and Faith Apio. I would love to sincerely thank them for their overwhelming support during the time of my study and I pray to Almighty God to continuously bless them.

ACKNOWLEDGEMENT

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OPERATIONAL DEFINITIONS

Succession   The sequence in which one person after another succeeds to a title, throne, dignity, or estate.

Planning   A scheme, program, or method worked out beforehand for the accomplishment of an objective or role.

Succession Planning   Succession planning is a process whereby an organization ensures that employees are recruited and developed to fill each key role within the organization.

Recruitment   Recruitment refers to the process of attracting and screening a qualified person for a job.

Selection   The process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria.

Staff development   Staff development refers to the processes, programs and activities through which every organization enhances and improves the skills, competencies and overall performance of its employees.

Employee recognition   Employee recognition is the opportunity to acknowledge the contribution or the value of expertise of an employee or a team.

Employee reward   Employee reward is something than increases the frequency of an employee action.

Retirement   Retirementis a mandatory requirement in Uganda Civil Service once a civil servant clocks a compulsory retirement age of sixty years. The affected staff at this stage prepares and exits the official service.

ABSTRACT

This study focused on Succession Planning and Management of Staff Retirement in the Public Sector in Uganda: a case study of Ministry of Agriculture, Animal industry and Fisheries (MAAIF). A sample of 58 respondents was considered when analyzing this study. The methodology used in this study was both qualitative and quantitative. The questionnaire, interview, were the major tools of data collection. SPSS (scientific package for social science) was used to analyze the data collected.

The study found out that employees are aware that a succession plan exists at MAAIF. All movements of staff are not well planned and in case of any movement or departure from MAAIF, the possible successors are informed to prepare in time. Employees can be inducted both on the new responsibilities in the new position and/or the whole organizational set up (Berzon et al., 2006).

The study concluded that, the matter of the fact is that surviving and prospering in the current challenging environment requires reviewing the succession planning and management in the organizations by managers before reactively promoting or shedding staff. Since succession planning and management is a process and a system, like any other human resource activities it need to be properly implemented in business organizations. As pointed by the researches in the review, there are benefits and returns achieved by firms that had implement successful succession planning and management. Those organizations that already have a succession planning and management program in place must focus on overcoming their exclusive obstructions to a best practice system. Those organizations which do not presently invest in succession planning and management system should perhaps consider it seriously; assessing the needs, requirements, and appropriateness of implementation.

The study recommended that, MAAIF should embrace Succession planning programs which include aspects of mentoring and coaching which are important in order to develop employees, career planning is a process where the individual can get themselves to a level in order to qualify for advancement.

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study.

This study is aboutEmployeeSuccession Planning and Management of Staff Retirement in the Public Sector in Uganda. It is based on study of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Uganda.

The study investigated directors and staff at the Ministry of Agriculture, Animal Industry and Fisheries. The study sample was chosen because these are the staff that serve the Ministry and could give the required information.

The study of Succession planning is important because it plays a key role in keeping many organisations afloat. According to Armstrong (2010), succession planning within the public sector, does not only ensure proper coordination of units or departments in the organisation but also breeds teamwork.

Succession planning is the means by which an organization prepares for and replaces personnel in critical positions of the organisation. Such key positions may include Directors, top managers, midlevel managers, executives and other key employees.

Succession planning is critically important to the organization's continued and future success (Wilkerson 2011; pg.1-6). Succession planning includes processes such as; how the organization identifies and recruits successors, how it manages transitions from one executive to another and how it develops successors (Berzon and Currie, 2006; pg.54).

Retirement is the withdrawal of staff serving in various positions especially towards the retirement age. It is a strategy by which staff serving within the organisationprepare to leave the organisation(Larry E. Greiner, 1998). This can be attributed to how staff are being treated by the

managers of the organisation for example by listening to their concerns and grievances, putting up better working facilities, clear promotion policies, reward systems, etc. It can also be attributed to increase in the number of projects, increase in budget, and attraction of high caliber staff, among others.

In USA, Europe and many African countries, many occupants of critical positions in the public service retire at almost the same time thus creating many gaps in the public sector for long periods of time. It is then unpractical for public service offices to have such key skill and knowledge gaps for a long period of time and so planning must occur to ensure that employees are prepared to replace them when they leave; this planning effort is called succession planning (Lowery, Petty, & Ezell, 2000).

Conducting research in Uganda, relating to Succession planning in the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) is vital because of the sector's contribution to the economic development of Uganda and her significant representation of issues involved in the study. Agriculture is the mainstay of Uganda's economy providing a significant share of Gross Domestic Product (GDP), close to one-third, 85% of export earnings, and 77% of total employment (UBOS, 2014) and the bulk of raw materials used by the mainly agricultural-based industrial sector. Over 80% of the population, estimated to be 37 million lives in the rural areas depending directly or indirectly on agriculture for their livelihoods.

According to the Public Service Reform Programme (PSRP) and PSRP Strategic Framework (2005/06–2009/10), succession planning is intended to achieve the following policy objectives:

1. To put in place a succession plan strategies in the public sector in Uganda
2. To ensure a clear staff movement within the public sector
3. To enhance monitoring and evaluation of the implementation of succession strategies
4. To identify of the most suitable people to recruit in the public sector
5. To handle promotions based on merit and performance of public servants
6. To streamline leadership and management of the private sector

This research focused on the first three of the above objectives.

1.2   Statement of the Problem

Uganda's Public Service has initiated several reforms geared towards bettering the performance of both the employees and government.

Some of these are the National Integrated Monitoring System (NIMS, 2003), the Public Sector Reform Programmes (PSRP, 2005); the National Planning Authority (NPA, 2005), Decentralization Policy Strategic Framework (DPSF, 2006), Government Financial Management and Accountability Programme (FINMAP, 2006), the Client Charter (2007), the Public Service Standing Order (PSSO, 2010), there is no single reform developed to handle succession planning.

Lack of a clear succession planning framework has resulted into; loss of "institutional knowledge" from retirees; awarding the retirees contracts extension which results in high levels of unemployment to many potential workers; limited morale to the potential employees who are not planned for succession; employment turnover; limited performance from both the employees and the public sector; and limited or shrinking workforce (Auditor General's report, 2015).

Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) as one of the public service sectors, has been affected by the lack of a clear succession planning agenda because it does not have sectorial succession planning strategies in place (MAAIF personnel report, 2013).

According to Kabarokole (2012), the Uganda Public Service and particularly the ministry of Agriculture, Animal Industry and Fisheries, has no succession planning for key roles and proposed that succession planning for strategic positions was vital to Uganda Public service. This state of affairs has resulted into failure to take strategic decisions and waiting for the president to give a directive on some of the decisions that may have been otherwise taken by the concerned government officials.

The staff audit report (2016) written and submitted by Earnest and Young, revealed that senior staff in the Ministry of Agriculture, Animal industry and Fisheries were not sure of their next move after expiry of their contracts. Because many of senior staff contracts were soon expiring, it led to many of them looking for other jobs due to uncertainty.

This research therefore dug into the causes of some of the challenges of succession planning and proposed recommendations that can help streamline the condition.

1.3   Purpose of the study

The purpose of this study is to examine the role of succession planning to the Management of staff retirement in public sector in Uganda. It is based on Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) as a case study.

1.4   Objectives of the Study

This study is guided by the following objectives:

1. To examine how MAAIF has put in place a staff succession plan.

2. To examine how MAAIF has ensured a clear staff movement within the ministry.

3. To examine how MAAIF has ensured monitoring and evaluation of the implementation of succession strategies.

1.5   Research Questions

1. How hasMAAIF put in place a succession plan?

2. How has MAAIF ensured clear staff movement within the ministry?

3. How has MAAIF ensured monitoring and evaluation of the implementation of succession strategies?

1.6   Hypotheses

The following is the null and positive hypothesis of the study.

There is no significant relationship between succession planning and management of staff retirement at MAAIF.

There is a significant relationship between succession planning and management of staff retirement in MAAIF.

1.7   Scope of the study

1.7.1 Study scope:

The study focused on the Ministry of Agriculture, Animal Industries and Fisheries.

It specifically focused on senior staff of the Ministry in the following departments: Farm Development, Animal Health, Animal Production, Crop Protection, Entomology, Fisheries Resources, Farm Development, Agricultural Planning and Agricultural Extension Services.

The study focused on these because they are key departments in the ministry and their sustainability; through a clear succession plan is key to the success of the agricultural sector as a whole in Uganda.

1.7.2 Content Scope

In terms of content, the study focuses on Examining whether MAAIF has a developed staff succession strategy, examination of the extent to which staff serving in critical positions are assigned different duties by the ministry as well as an examination of how MAAIF monitors and evaluates the implementation of succession strategies.

In terms of time scope, the study focused on the period between the years 2012 to 2017.

1.8   Significance of the study

The study is expected to provide information to different stakeholders particularly it will be significant to the following;

Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)

The findings of the study will provide a basis for the ministry to examine its own performance so that improvements can be introduced where necessary in the agricultural service delivery in Uganda.

Management of MAAIF

The study findings will play a pivotal role in helping the management in the MAAIF to develop an appropriate succession plan that will help in identifying and succession of key staff.

Government of Uganda

The study will avail the Government with relevant strategies to make better succession planning and strategies, based on the human resources challenges in the country.

DonorCommunity

The study findings will also be of great value to the donor community, which has become one of the leading financiers of Governments' agriculture sector as well as its agencies. This may enable donor communities determine the value for money of any revenue granted to the Government for agricultural service delivery in Uganda as centre of excellence for good governance.

The findings will also enhance the assurance, oversight function and the role of accountability demanded by the donor community.

Academics and other Professions

The findings, conclusion and recommendations shall be of practical significance to both academics and general practitioners by providing a better insight into the understanding of the gap filled by proper succession planning within organisations.

The Researcher/Student

The outcome of this research will broaden the researcher's knowledge of the Uganda's Agricultural service delivery system. The findings could as well be of use in improving the Agricultural delivery system in other countries in Africa.

Public Sector Agencies

The study findings will serve as a basis for managers of other public sector agencies to identify and formulate their own effective staff succession planning strategies.

1.9   The setting of the study

This study was conducted at Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) which has offices both in Entebbe (Headquarters of MAAIF) and Kampala. MAAIF employees of about 854 staff with 536 being agricultural experts in the various departments, 241 had not more than 5 years to retire.

The Ministry of Agriculture, Animal Industry and Fisheries is a large Ministry made up of four Directorates. To emphasize the importance of this sector, it has been re-structured recently to compose of the many relevant Departments: Animal Health, Animal production and Entomology fall under Directorate of Animal Resources. Fisheries control, Regulation and quality Assurance fall under the Directorate of Fisheries Resources.

Finance and Administration, Human Resources are directly under control of Permanent Secretary. The department of Crop Production, Crop Protection and Crop Inspection and Certification are controlled by the Directorate of Crop Resources.

The Department of Agriculture Extension, Extension Skills Management and Agriculture Management and Development fall under the Directorate of Agricultural Extension Services.

The Department of Agricultural Planning and Development has been strategically placed under Finance and Administration to coordinate the planning and development activities of the Ministry.

In terms of exit, between the years 2003 to 2013, so far about 124 experts have retired and some positions have never been succeeded appropriately, that is to say: the successors have not been able to meet the needed expertise for the jobs. There were still many officers who were in acting positions within that period. A number of staff had expressed dissatisfaction with the way successors were chosen and there were still few positions that had not been succeeded but awaiting for the external recruitment by Ministry of Public Service (Minutes of the meeting between the top management and the Personnel department of MAAIF of 18th July 2014). This can be related by this study to the lack of succession planning in MAAIF.

1.10   Arrangement of the Report.

Chapter one presents an Introduction to the study.
Chapter two presents Study Literature. It highlights Literature Survey, Literature Review and the conceptual framework.
Chapter three focuses on the methodology. It highlights Research design, Data Collection and Management.
Chapter four examines how MAAIF has put in place a clear staff succession plan.

Chapter five is a presentation of findings on howMAAIF has clear staff movement plan within the ministry.

Chapter six presents findings on how MAAIF monitors and evaluates the implementation of Succession strategies.

Chapter seven presents the staff retirement at MAAIF.

Chapter eight presents Harmonisation towards Succession Planning and retirement of staff of MAAIF.

Chapter nine presents Summary, Conclusion and Recommendation.

CHAPTER TWO

STUDY LITERATURE

2.1   Introduction

This chapter explores literature related to Succession planning and staff retirement in the public sector. The study literature is in two sections, namely: literature survey which discusses local research and writings that provide the gap for this study to fill, and literature review which presents literature about how the related problems have been dealt with outside the Ugandan setting.

2.2   Literature Survey

There are some studies that have been in Uganda relating to staff succession planning but not specifically within the public sector. Earlier studies conducted in Uganda (Asiimwe-Okiror et al, 1997, UNAIDS (2002), Hogle 2002)have mainly focused on family succession and have particularly drawn much attention to secession planning relating to death of one of the spouses i.e. death of husband or wife to HIV AIDS. The current study will delve into staff succession planning relating to public sector management and in particular within government ministries.

Ahabwe (2011) studied "succession planning in family owned businesses in Uganda". He noted that majority of businesses not only in Uganda but throughout the world that range from groceries to the large multinational organizations can be considered family businesses. His sample included most flourishing private businesses in Uganda including Zzimwe construction, JesaDairyFarm, Hotel Africana, Kampala University and a host of many private schools in Uganda. Many people were interviewed, given questionnaire and many participated in the focus group discussions.

The findings of the study revealed that majority of these businesses are either run by the founders or their children, but with high controls from their parents, irrespective of age.

Findings also revealed that in Uganda, there are no many family owned businesses that have stood the test of time part from some businesses some with Asian descent.

He concluded that there is a clear sign of poor succession planning in many if not most family owned businesses in Uganda. His study however was conducted in the private sector setting.

The current study is conducted within the public sector in Uganda and this is one of the gaps this study intends to close and reveal public and nonprofit model in MAAF.

Muwanga (2010) studied the challenges of human resource management in Uganda's public sector focusing on the Public Service Commission. Data was collected from a study sample of 345. He noted the key challenges affecting Uganda's public service in relation to human resources as delays in filling posts; lengthy processes; inadequate education for employability; low pay; pay versus total reward; lack of consensus on strategy; reduced opportunities for career and communication. This study will deal into the challenge of succession planning, which was not a major focus for his study.

2.3   Literature Review

Although the study of succession planning is not unique, no studies have been conducted in the Uganda's public sector particularly the Ministry of Agriculture, Animal Industry and Fisheries in Uganda.

Available literature reveals that succession planning in the private sector continues to thrive, there continues to be a lack of strong public and nonprofit sector models. This chapter focuses on literature on succession planning and the models MAAIF can use to streamline its succession strategies.

Sharma, Chrisma, Pablo & Chua (2003) state that "Succession planning is the deliberate and formal process that facilitates the transfer of management control from one member to another"

Van der Merwe and Ellis (2007) state that succession is a process during which a business is transferred from one generation to the next which involves planning, selection and preparation of the next generation of the owners or managers and the transition of the management or ownership responsibility.

Sauereisen (2007) and Nawrocki, Jaffe, & Goad (2005) argue that succession is not a once off event, but a process that require planning in a way that prevent unpleasant surprise and involve a series of strategies implemented over time.

Maas *et al.* (2005), Ibrahim and Ellis (2004), Venter (2003), Neubauer and Lank (1998: 134) illustrate that succession refer to a series of identifiable steps that take place over time, with the expectation of ensuring the readiness of the successor to take over the difficult task of leadership when required.

Ciuffo (2004) notes that each organisation encounters pitfalls within the succession planning as the successor identified might not be the suitable successor for long term survival of the family business.

Sharma *et al.* (2001 contend that for the family business to have a smooth succession, there must be a leader who is willing and able to hand over the leadership role to the successor, and a successor who is willing and able to take over the role through following a designed mechanism for such transition to take place. It is vital that both the successor and the leader be willing to enter into such succession process, the successor must also be in good position to take the business forward to the next generation, failure by the successor to do so, will result in the death of the family business.

2.3.1   Succession planning: A historic Perspective

Succession planning has its roots in family owned businesses. In some cases, it has been defined as passing on leadership from a family member to a non-family member. Studies conducted by Sharma, Chrisma, Pablo & Chua (2003) define succession planning as "deliberate and formal process that facilitates the transfer of management control from one family member to another".

Other studies however reveal that succession planning began in the corporate and business world as a reactive process of job replacement.

Succession planning has been viewed traditionally as a top down process with little input from employees. According to Hall (1986); succession planning later evolved to developing the skills of a pool of individuals for future positions within the organization.

Earlier on, organization looked at succession planning and still today other do, as the replacement planning that dealt with risk management (Rothwell, 1994).

However, managers and leaders in any organization today recognize that, the continued survival of the organisation depends on the availability of the right person to fill the right job at the right time.

More recently, succession planning has become a proactive process that takes a longer-term view. Leibman, Bruer and Maki (1996:22) define succession planning as the deliberate and systematic effort made by an organisation to identify, develop, and retain individuals with a range of leadership competencies who are capable of implementing current and future organisational goals. Succession planning now recognises that people will change employers and careers several times in their working life. Individuals are viewed in the context of the leadership team. There is a longer-term strategic planning focus. Future leaders are prepared by developing a pool of people with a range of leadership competencies. The focus is on future requirements, and providing high potential and high performing employees with developmental experiences that will skill them to meet the future demands of the organization or MDA (Leibman, Bruer and Maki, 1996).

Organisations need to ensure that their human resource practices support the recruitment, development, and retention of appropriate leadership personnel.

Effective succession planning is now seen as more thanreplacement planning. Succession planning should be based on agreed principles, provide a breadth of experiences critical to leadership, and be active at all levels of the organisation (Friedman, Hatch and Walker, 1998).Effective succession planning identifies future organisational needs(capabilities), and potential future leaders; inspires leadership aspirations;bases the selection processes and program design on future leadership capabilities; creates pools of talent; and recognizes multiple paths to leadership (Leibman*et al.*, 1996). It provides for the development of futureleaders and the on-going development and retention of current leaders.Strategic succession planning provides opportunities for current leaders todevelop capabilities, and access new challenges.

Succession planning encourages leaders to review the demands of the agency and identify and provide solid developmental experiences for high performance and high potential employees. It aligns organisational thinking, the external environment, and the development needs of individuals (Brigland, 1999; Hall, 1986; Leibman*et al.*, 1996).

When succession planning is left completely to individuals to manage by themselves, job incumbents tend to groom successors who resemble them in appearance, background, and values (Loughlin, 2000; Rothwell, 1994:8).

This practice perpetuates the glass ceiling, and other forms of discrimination. Where succession planning is formalised, all staff have access to development and training plans, managers and subordinates discuss an individual's career path, and the human resource planning process becomes more comprehensive (Rothwell, 1994).

For the purpose of this study, we shall take Succession planning as a process designed to ensure the continued effective performance of an organisation by making provision for the development and replacement of key people over time. The focus will be on the public sector in Uganda.

Strategic succession planning includes policies and processes for recruitment, development, and retention of staff (Friedman *et al.*, 1998). Recruitment involves more than just the selection processes. The recruitment aspects of succession planning also need to include processes and policies to attract the highest quality applicants. Recruitment and retention are posing a challenge for many government agencies such as; shortages of skilled manpower and competition with external manpower thus citing inadequate recruitment and retention processes (d'Arbon, Duignan, Duncan and Goodwin, 2001).

Another critical step in the recruitment practice is identifying resources available to train and develop employees on a career track hence highlighting that succession planning is a cost-effective and efficient practice for creating a solid employee base for organizational staff management and retention. Succession planning is a process whereby organizations ensure that employees are recruited and/or developed to fill each key role within the organization.

The objective of succession planning is to ensure that the organization (or a unit of the organization) continues to operate effectively when individuals occupying critical positions department.

A succession plan may not include all existing managerial positions and may include positions that are not supervisory or managerial but instead utilize unique, hard-to-replace competencies.

2.3.2 Staff SuccessionStrategies

It is important for all organization to put together efforts to retain their top talent, through a clear succession plan and ensure leadership for the future.

The public service should plan for her future labour needs due to the numerous factors such as; changing demographics, an aging workforce, changing employment models, global sourcing for new workforce members, and a potentially improved hiring climate.Thorpe (2008) highlighted that the foremost concern weighing on the minds of today's human capital executives is the maintenance of a highly talented workforce, specifically through hiring and retaining the individuals they need to run their organizations in a superior fashion.

It is bare to state that, ignoring or accepting high employee turnover rates is bad and costly for any public service because employee turnover has a negative impact on employee morale and so it is important to address causes of employee discontent (Friedman *et al.,* 1998). It may be more difficult to retain workers in some organization, but you can increase employees' loyalty by valuing their needs. Organizations need to identify the reasons for employee turnover before actually their employee's start leaving. Employees decide to seek employment elsewhere for a number of reasons such as; feeling unappreciated, feeling bored or unchallenged, unreasonable working hours, unpleasant working conditions and undesirable work schedules (Thorpe, 2008).

Retention of high quality employees will increase the pool of high quality applicants for positions organisations needs. A shortage of employees will inevitably lead to a shortage of potential leaders. Public service systems need to ensure that they maintain an adequate supply of employees and identify potential leaders from within that pool.

Youngeremployees are more likely to change their employers than their older colleagues did in the past. Succession planning strategies will need to be implemented to retain these potential young leaders (Jurkiewicz, 2000).

Organisations also need to include strategies to retain experienced leaders. Employers will need to consider strategies to maintain motivation and challenge for experienced employees. Retention strategies need to maintain the attraction and challenge of leadership for future and current top positions.

Many retention strategies may have a dual outcome; providing early leadership experiences for young employees is a development as well as a succession strategy.

Processes that would increase retention rates can include: improved career planning advice; opportunities for staff at all levels to act in leadership roles more senior to their current position; sabbatical leave at the completion of each principal contract; regular task rotation for creating a wide range of experiences; and retaining intellectual knowledge and organisational experience through mentorship opportunities.

A good staff succession strategy should be thoughtful of: training and development opportunities; a safe working environment; a healthy working environment; responsive scheduling; positive employee-supervisor relationships; reasonable job demands; competitive pay and benefits; employee communication and influence; personally rewarding work; job security; and thoughtful job design (Thorpe, 2008). Succession planning recognizes that some jobs are the lifeblood of the organization and too critical to be left vacant or filled by any but the best qualified persons. Effectively done, succession planning is critical to mission success and creates an effective process for recognizing, developing, and retaining top leadership talent (Schall, 1997).

MONITORING OF SUCCESSION PLANNING

This is done by application of the succession planning models.

There are various models that can be used to understand succession planning and its applicability by organisations. Here a present a few of such models.

The Seven-Point Star Model for Systematic Succession Planning and Management

Rothwell (2005:10) warns that organisations need to plan for talent to assume key leadership positions or backup positions on a temporary or permanent basis. Succession planning and management is the process that helps ensure the stability of the tenure of personnel.

Rothwell (2005:10) further states that succession planning should not stand alone. It should be paired with succession management, which assumes a more dynamic business environment.

Figure 2.1: Seven-Point Star Model for Succession Planning Adapted from Rothwell, 2005:78
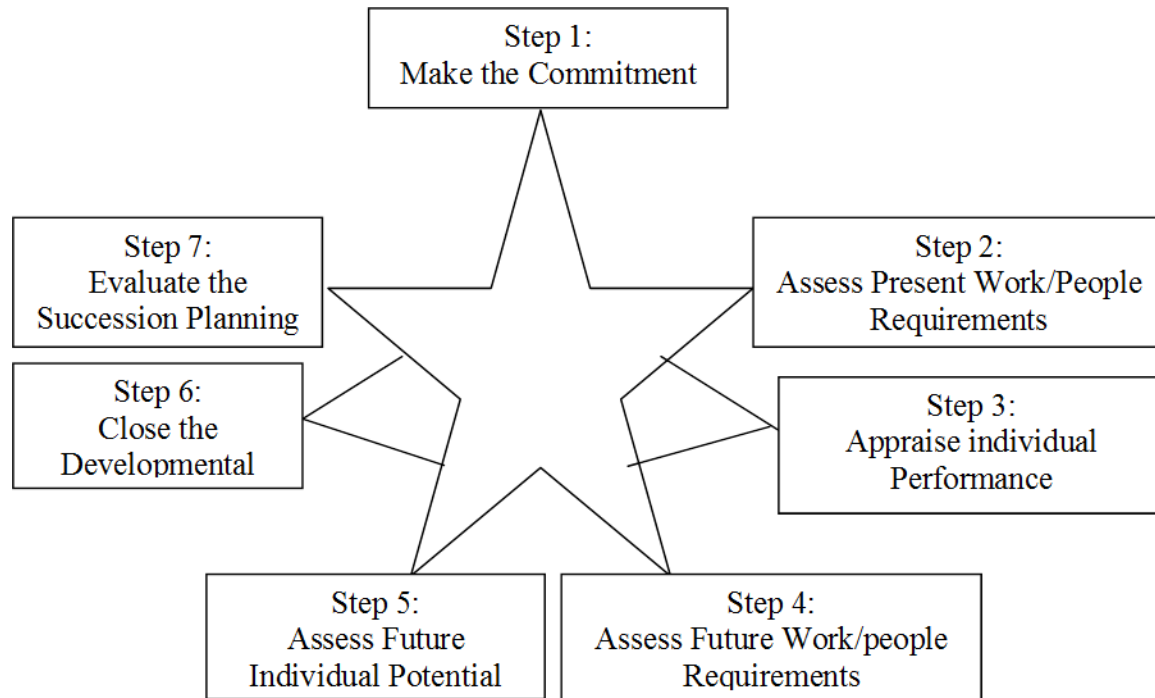
Step 1: Make the Commitment

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

- Assess problems and practices;

- Assess and demonstrate the need for the program;

- Determine MAAIF's exact SP&M program requirements;

- Link the SP&M program directly to the ministry's human resource strategic plans.

- Benchmark SP&M practices in other organizations either in the public or private sector;

- Clarify the roles of different groups in the program;

- Formulate a program mission statement;

- Write a policy,procedures to guide the program and communicate the action plan;

- Conduct SP&M meetings as necessary to unveil the program and review the progress continually;

- Train those involved in the program as necessary;

   Managers should be counselled about any SP&M problems in their areas of responsibility (Rothwell, 2005:78).

Step 2: Assess present work/ people requirements

As a second step illustrated in figure 2.1 decision makers in the ministry should assess the present work requirements in key positions. Only in that way can individuals be prepared for advancement in a way that is solidly grounded on work requirements.

In this step, decision makers should clarify where key leadership positions exist in the organisation and should apply one or more approaches to determining work or competency requirements (Rothwell, 2005:78).

Step 3: Appraise individual performance

Illustrated above as the third step is appraising individual performance and this refers to how well are individuals presently performing their jobs?

The answer to this question is critical because most SP&M programs assume that individuals must be performing well in their present jobs in order to qualify for advancement.

As part of this step, the organisation should also begin establishing an inventory of talent as that it is clear what human assets is already available (Rothwell, 2005:79).

Step 4: Assess Future Work / People Requirements

In other words, as illustrated in figure 3.1 step four refers to what will be the work or competency requirements in key leadership positions in the future?

To answer this question, decision-makers should make an effort to assess future work requirements and competencies. In that way, future leaders may be prepared to cope with the changing requirements and organisational strategic objectives (Rothwell, 2005: 79).

Step 5: Assess Future Individual Potential

How well are individuals prepared for advancement? What talents do they possess, and how well do those talents match up to future work requirements? To answer these questions, the organisation should establish a process to assess future individual potential. That future-orientated process should not be confused with past or present –oriented employee performance appraisal (Rothwell, 2005:80).

Step 6: Close the Developmental gap

This step concerns how the organisation can meet SP&M needs by developing people internally or using other means to meet succession needs? To answer this question, the organisation should establish a continuing program for leadership development to cultivate future leaders internally. Decision-makers should also explore alternatives to traditional promotion-from-within methods of meeting succession needs (Rothwell, 2005:80).

Step 7: Evaluate the Succession Planning Program

To improve, the SP&M program must be subjected to continual evaluation to assess how well it is working. That is the seventh and final step of the model. The results of evaluation should, in turn, be used to make continuous program improvements and to maintain a commitment to systematic SP&M (Rothwell, 2005:81).

THE BEST-IN-CLASS PACE MODEL

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

Table 2.1: The Best-in-Class PACE Framework. Source: Aberdeen Group, November (2007)
Pressures Driving Succession Planning

Pressures	Actions	capabilities	Enables
• Insufficient management bench strength (in terms of the number of candidates)	• Establish a "development" culture/ mindset within the organization • Improve the company's bench strength (in terms of the number of candidates) at key positions • Identify high potential talent early	• Gain support and buy-in from senior management • Standardize an approach to employee evaluation and development • Identify positions where succession planning is needed • Define skills and or knowledge required for each position • Define attributes and / or behavior required for each position • Define succession planning metrics • Align succession planning with the company's overall corporate strategy	• Performance management tools • Multi-rates assessments • Assessments/testing tools for attributes and /or behaviors • Assessments/ testing tools for skills and or knowledge • Skill gap analysis or competency variance tools • Competency mode libraries • Tools that automate into organizational chart

To prepare for the loss of key leaders to retirement, and prevent the loss of high potential talent to competitors, and strengthen the pipeline in terms of quantity and quality of successors, Aberdeen's Best-in-Class have placed increased emphasis on succession planning (Aberdeen Group, 2007:6).

Leading Best-in-Class Strategies

Pressures to stave off the loss of high potential talent and improve the quality of next-generation leaders, are forcing organisations to view succession planning more as a key retention and development enabler.

As a result, the leading strategies that Best-in-Class are pursuing to address these pressures are establishing a development culture / mindset within the organisation and improving the company's bench strength at key positions (Aberdeen Group, 2007:6).

Capabilities and Enablers

The essential ingredients of a succession planning strategy that produce top results include the proper mix of process, organisational knowledge, technology, and performance measurement.

Process

Best-in-Class organisations understand that a standardized approach to employee evaluation and development helps establish and reinforce a "development" culture or mindset within the organisation. This standardization is critical for creating consistency within the organisation; consistency that not only negates potential employee dissatisfaction that results from misaligned expectations, but also reduces errors in employee development plans and successor identification. These work in tandem to improve employee retention (Aberdeen group, 2007:7).

Organisation

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

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

Furthermore, Best-in-Class organisations leverage more experienced and / or high performing employees to connect with and provide guidance to newer workers and/ or high potential workers. This not only aids in instilling best-practice methodology, but also helps younger workers connect and build relationships with people they should emulate within their organisation. (Aberdeen group, 2007:8)

AN INTEGRATED MODEL FOR SUCCESSION PLANNING

Based on the literature surveyed an integrated model for succession planning can now be developed. From this point the model developed for succession planning will be referred to as the model.
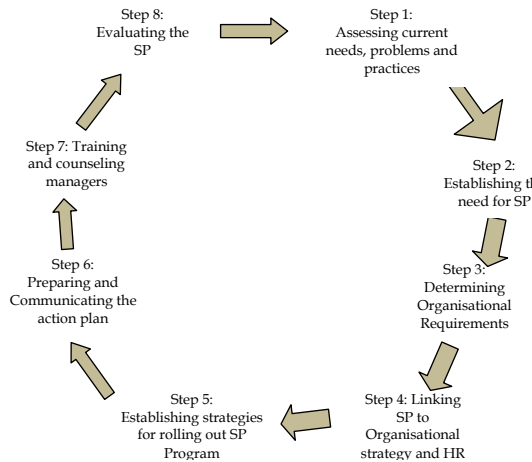
Figure 2.2. An Integrated model for Succession Planning: Source: Adapted from Rothwell, PACE and Deegan

Step 1: Assessing current needs, problems and practices

Considered the logical starting point of any succession planning process is assessing the current practice the organisation uses to ensure successors are available to fill critical positions. By adopting this model, MAAIF needs to make an assessment of its operations and see how best it can understand and introduce succession planning strategies to help improve its current human resource sustainable gaps.

Rothwell (2005:96) is of the opinion that attention should be focused on identifying the most important problems the organisation is facing and review how these problems are influenced by existing succession planning practices.

According to Drucker (1964:104) knowledge is the business as much as the customer is the business. Physical goods or services are only the vehicle for the exchange of customer purchasing-power against business knowledge. Business is a human organisation, made or broken by the quality of its people. Labour might be one day be done by machines to the point where it is fully automated. But knowledge is a specifically human resource. It

is the ability to apply information to specific work and performance. And that only comes with a human being, his brain or the skill of his hands.

Soonhee (2003:143) advocates the use of employee assessments to provide insight into employee strengths and weaknesses, especially as it relates to the technical aspects of job functions.

These assessments can provide valuable information about the bench strength of new and developing employees. Assessment procedures can take into account career development, training needs, retirement plans, workforce diversity, succession planning and mentoring programs.

Skills assessment information can provide an important framework to knowledge extension by developing a mentoring program based on the needs, strengths, skills, and deficiencies of the employees.

Gubman (1998:76) is of the opinion that a strategy is fundamental to aligning and managing people, yet not enough companies do it.

They may plan how they recruit, or they may create a process of developing certain key types of people. Rarely do they take a thoughtful, co-ordinated, and planned approach to hiring, utilizing, growing, and keeping their people.

Step 2: Establishing the need for succession planning

The second step would be to build an inventory of skills throughout the organisation by first profiling employees and identifying their unique skill sets, education, certifications and experience as well as documenting employee career preferences (Cornerstone 2009:2).

MAAIF would judge the need to implement succession planning. This can be done by basing on the current problem for this very study.

According to Certo (1990), succession planning and mentoring play a key role in organizational success. Organizational objectives cannot be attained with appropriate staff.

Future needs for manpower are mainly influenced by employee retirements, employee turnover, the nature of the present workforce, and the rate of the organization.

It is essential to tie succession planning issues to an organisational problem and to the organisations core mission.

Suggested ways to establish the need are as follows:

• Workload (how many positions need to be filled);

• Speed of filling positions (how long does it take to fill positions);

• Results (how many position were filled over a given time span) (Cornerstone, 2009:2).

Succession planning can thus be measured by the number of key positions to be filled, the length of time to fill them, and the number of key positions filled over a given time period (Rothwell, 2005:105).

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

1) The mass of baby boomers that will soon leave the workforce

2) The limited number of skilled workers entering the workforce.

These two forces, which are pressing organisations to plan and prepare for anticipated leadership needs, are also compounding the existing complexity that organisations face to retain and develop top talent. Succession planning, once reserved for the most senior positions at organisations and considered a component of leadership development is being viewed more holistically across the organisation and its stakeholders. (Aberdeen group, 2007:5).

Step 3: Determining organisational requirements

Thirdly, top management goals are always key considerations. Begin determining the essential requirements of a succession planning program by interviewing top managers. Then prepare and circulate a written proposal for a succession planning program that conforms to the consensus opinion of key decision-makers (Rothwell, 2005:108).

Important questions on which to focus include the following:

- How stable is the current organisational structure? Work processes? Can either – or both – be reliably used to plan for leadership continuity or replacements?

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

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

- How willing are decision-makers to use innovative alternatives to simple replacements from within?

Step 4: Linking Succession planning to organisational strategy and human resources strategy

Succession planning should be linked to organisational and human resource strategy.

However, achieving those linkages can be difficult. Achieving effective linkages is difficult for three major reasons:

- First while effective strategy implementation depends on having the right people in the right place at the right times, it is not always clear who the right people are, where the right places are and when those people will be needed;

- Secondly, strategy is frequently expressed in a way that does not lend itself easily to developing action plan for succession planning;

- Thirdly, organisational strategy as practiced may differ from organizational strategy as theorised (Rothwell, 2005:111).

Furthermore Rothwell (2005:112) states that active steps must be taken to ensure that HR practices facilitate, and do not impede, long-term efforts to groom talent from within. By aligning succession planning with the company's strategic plan and then making that gathered knowledge available across the organisation. Without this alignment, buy-in

from senior management is diluted. This will provide organisational knowledge and access to employees across divisions.

The importance of mentoring and succession planning is provided by the Institute for Advance Studies, Colorado Technical University International Journal of Business and Management (cited by Safi and Burrell, 2007:169),which reads as follows, "Linking leadership development to the organization's mission and strategic goals is a smart business strategy.

The looming retirements of government employees that are members of the "Baby Boomer" generation demands solid commitment to the development of future leaders".

According to Watt (2004:54), successful organisations maximize their investment in human capital by developing leadership potential throughout the organisation with integrated programs that emphasize corporate values, critical skills and competencies, knowledge management, succession planning, and a global mindset for business success.

With collaborative leadership taking centre stage as the new paradigm in today's global marketplace, organisations that strategically focus on building leadership capacity for the future will reap the benefits in the years to come (Joiner, Bartram, &Garreffa 2004:125).

Step 5: Establishing strategies for rolling out a succession planning program

An organisation needs to align, engage, measure who it really is as a company, because that is how to enable the work force to deliver the right customer value. The only real change as a company comes when it has to change its basic value proposition.

By getting to know who the company really is involves looking at the enduring value proposition, specific strategies and tactics, how decisions about customers and employees are made and then deciding about what style is or should be (Gubman, 1998:279).

Establish processes that support employee evaluation and development. Focusing on career planning and development is forward looking and proactive, and demonstrates the company's vision and commitment to its employees. Continuing to monitor and assess progress against evaluation criteria and development goals. This can be done by institutionalizing organisational coaching and / or mentoring programs. Help employees

build relationships with people within the organization whom they can emulate and learn from.

Connecting high potential workers with those at high levels who demonstrate or represent organisational core competencies will help high potentials feel more connected to the company. This will also provide them with credible sources that can introduce them to key stakeholders and provide recommendations to navigate the organization successfully. This program does not need to be automated (Aberdeen group, 2007:16).

A succession planning program will be effective only when it enjoys support from its stakeholders. The stakeholders should not only perform succession planning for it to work, they must own the process (Rothwell, 2005:120).

Step 6: Preparing and communicating the action plan

Organisations should avoid getting caught up in the term "succession planning."

Organisations should embrace what it is intended to do: help organizations planappropriately for key position voids as well as to identify, develop, retain, and allocate key talent (Aberdeen group, 2007:16).

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

• Educate the company on the new trends in succession planning and instill a strong process to build succession bench strength;

• Ensure that succession planning is integrated with other processes of talent management including performance management, training and development, compensation, and assessment;

• Link succession planning to competency management and include a reporting and analytics component;

• Integrate with career development tools;

- Automate the succession planning process for greater efficiency and less operational risk; and develop both a top-to-bottom approach and also a bottom-up approach for succession planning (Aberdeen 2006:3).

According to the Cultural Human Resources Council, too often succession planning focuses on the "cream of the crop", overlooks hidden talent that can be found in the most "invisible" workers, who may need some encouragement. The succession plan should include education of and communication with existing staff so that they understand where gaps might develop and are in a better position to step forward and say they are interested (Reed, 2004:12).

Step 7: Training and counseling managers

According to Conger and Fulmer (2003:77) it is far more effective to pair classroom training with real-life exposure to a variety of jobs and bosses-using techniques like job rotation, special assignments and "action learning" which pulls together a group of high-potential employees to study and make recommendations on a pressing topic, such as whether to enter a new geographical area or experiment with a new business model.

This provides developmental experiences for employees and results in a useful work product for the company.

Managers should be given the opportunity to voice their issues concerning succession planning in their work areas. Where honest efforts are made to meet the succession planning needs of the organisation and counselling is requested, managers would value advice about people management issues. Individual counselling with these executives by the succession planning co-ordinator can serve an invaluable purpose for improving succession planning practices.

The succession planning coordinator and the executive in charge can discuss sensitive personnel issues that executives may be reluctant to bring up in group meetings (Rothwell, 2005:172).

Step 8: Evaluating the succession plan

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

Measures of Success would include:

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

ii.   A record of successful promotions (or lateral placements); a few people fail;

iii.   Few superior performers leaving the organisation because of 'lack of opportunity.

By focusing on metrics that accurately reflect the company's ability to cultivate and groom internal successors, and put in the place the processes to support this process. Regular assessment of progress against a goal will allow your organisation to modify strategies and applications of its strategy (Brooks, 2005:74).

2.4   Conceptual Framework

Below was the conceptual framework that guided this study in examining the impact of succession planning on staff management in Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).

Figure 2.3   Conceptual Framework

Succession Planning   **Management of Staff Retirement**

• Availability of a clear plan of staff Succession. • Staff movement or Rotation • Monitoring and Evaluation of implementation of succession strategies.	• Clearer promotional strategy. • Increased budget allocations • Preparation for retirement • Retirement benefits

Intervening Variables

- Government policy on Agriculture
- Staff level of education
- EU and American GMO policy and influence.
- Logistics like transporting and storage of agricultural and animal produce.
- UNBS Quality standards.

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The study conceptualised Succession Planning as an independent variable whilst staff Retirement management in the public sector as a dependent variable.

The independent variable was Succession Planning; operationalized asuccession planning strategies of; clear Succession planning, staff rotation as well as monitoring and evaluation of succession strategies.

On the other hand, the dependent variable was staff Retirement management in the public sector which was operationalized in terms of clearer promotions, improved quality of staff, better working environment, team work, and increase budget allocations.

It was also conceptualized that; Government policy on Agricultural production, Staff level of education, EuropeanUnion and American GMO policy and influence, Uganda National Bureau of Standards, Quality standards as well as logistics like transporting and storage of agricultural and animal producewere the moderating variables.

CHAPTER THREE

METHODOLOGY

3.1   INTRODUCTION

This chapter focused on the methodology used in the study. It presented the research design, study population, sample size, sampling methods, Data collection methods and instruments, procedure for Data collection validity and reliability, sources of Data, Data management and analysis, measurement variables, and limitations of the study.

3.2   Research Design

The research design for this study was defined in light of:

   i.   Research Approach,

  ii.   Research Strategy,

 iii.   Research Duration and

 iv.   Research Classification.

Research Approach

The study embraced a combination of Positivism approach and Phenomenology approach (in which hypotheses and explaining and) using both quantitative and qualitative Data. Qualitative DataincludedData from the interviews with the top managers and the quantitative Data included numerical Data from the questionnaires (Babbie, Halley and Zaino, 2003; Mouton, 2001).

Research Strategy

Research strategy refers to a general plan of how the researcher goes about responding to research questions reflecting careful thought about the study.
This study adopted a Case study Strategy and it wasclear about the study objectives aforementioned, sources of Data collection and likely constraints to be encountered e.g. access to Data, time location, money resources and others.

The study also used both Primary and secondary Data.PrimaryDatawas gathered with the use of questionnaires, focus group discussions, personal observation and interview guides. Secondary Data was obtained by reading textbooks, journals, Internet and Newspapers among other sources.

According toSarankatos (2005), a case study is a kind of research strategy, which involves making detailed study cases often in their natural environment. The method was considered because it is more applicable in obtaining detailed and intensive knowledge, evaluating situations and assessing performance of a given programme and less likely to ignore those facts of behavior which cannot easily be measured in context to Succession Planning andstaff retention inMAAIF.

Research Duration

This study used a longitudinal design. The researcher therefore used information from a sample of individuals to make some inference about the wider population. Surveys were designed to provide a 'snapshot of how things were at a specific time. In survey research, independent and dependent variables are used to define the scope of study, but cannot be explicitly controlled by the researcher (Nachmias, 1981).

Research Classification

Research may be classified as: exploratory studies, explanatory studies, Descriptive studies and multi-method approach (Amin, 2005).

In this study, a qualitative and quantitative approach was used which involves mixing the above different approaches.

3.3   Data Collection

Under Data collection, a number of issues were looked at such as; Data collection methods and instruments, Data collection procedures, study population, sampling technique and procedures, sample size, validity and reliability, Data management and analysis, and measurement of variables as seen below.

Data Collection Methods

Multiple Data collection methods were used for this study. This is because no any single method can generate enough information necessary for the study and cannot guarantee 100% accurate Data (Mpaata 2009, Amin, 2005).

Survey

The survey method was used to generate Primary Data. Survey is a common and popular strategy in business and management research. It gives room to the researcher to collect large amount of Data from the study population. This method was also easy to understand and gave the researcher control over the research process.

Interviewing

The study used interviews to collect large amounts of Data from top management of the Ministry of Agriculture, Animal Industry and Fisheries. For this study, the interview method was used to collect Data from respondents who were decision makers of MAAIF. This selection of respondents for the interview was aimed at gathering information from persons that could have not been collected using questionnaire due to the nature of its limitations.

The researcher; with the guidance of the supervisor was able to formulate questions that were asked to the interviewees. Data from the interviews was recorded from the respondents by taking notes during the conversation.

Review of Documents about MAAIF

These are documents that have been published with the information regarding MAAIF. The study therefore conducted reviews of existing documents in the ministry with particular reference to succession planning and staff retention in MAAIF. This gave the researcher an insight of how much has been addressed in this line.

Data Collection Instruments

Quite a number of Data collection instrument were used to collect Data from MAAIF. These were self-administered questionnaire, interview guide as personal observation. Let's examine these in detail.

Self-administered Questionnaire

The questionnaire consisted of questions that were designed to obtain in-depth information from the respondents.

Structured questions were designed and distributed among the selected employees, line managers and other stakeholders of MAAIF. The use of the Questionnairewas appropriate for Data collection because enabled the researcher to collect specific Datarequired for the study. The questionnaire also made it easy for the researcher to analyzeData.

In addition, it helped minimize bias in formulating and asking questions and made respondents engage themselves in the study.

Interview guide

This is a list of structured oral questions that were asked to the participants during Data collection. Appointments were made with various top officers of MAAIF that gave pertinent information on succession planning. This instrument involved asking questions and recording responses directly from the respondents. Secondly, interview guide helped the researcher elicit more in depth responses from the participants and made it easy to gather information that may not be collected by the use of questionnaire only.

Data Collection Procedure

The researcher obtained a letter of introduction from NkumbaUniversity to help with introductions to various respondents. A pilot study of the Data collection instruments was also conducted at MAAIF which ensured that Data was valid and reliable. The researcher then proceeded to respondents to administer the questionnaires and conduct interviews.

3.4   Study Population

Babbie (2003) defines a study population as that group (usually of people) about whom we want to draw conclusions. The study population for this study comprised of staff from MAAIF. The total population was 87; based on the departments of MAAIF as seen in the sampling the table below.

Table 3.1: Study Population.

Departments.	Population
Crop Production	6
Crop Inspection and Certification	4
Agriculture Management and Development.	8
Agriculture extension & extension skills management.	8
Crop Protection	7
Animal Production and Marketing	7
Animal Health	7
Entomology	8
Fisheries Control, Regulation and Quality Assurance.	8
Agricultural Planning and Development	8
Human Resource Management	8
Finance and Administration	4
NARO	4
Total	**87**

3.5   Sampling techniques and procedure

This study used non-probability sampling because of the small size of the population. According to Sekaran (1992), the technique is appropriate for the study because it yields a high degree of reliability of the results expected.

3.6   Sample Size

The sample size of 87 obtained from a population size of 87 was used and this was reached at using the sampling table guide for sample size decisions predetermined by Krejcie& Morgan (1970) as seen in *Appendix I*.

The purpose of choosing these elements was to gather information from the staff of MAAIF pertaining to the succession planning and staff management in their respective departments and the whole Ministry.

The distribution table of the sample size is shown below.

Table 3.2: Sample size

Departments	Population	Sample
Crop Production	6	6
Crop Inspection and Certification	4	4
Agriculture Management and Development.	8	8
Agriculture extension & extension skills management.	8	8
Crop Protection	7	7
Animal Production and Marketing	7	7
Animal Health	7	7
Entomology	8	8
Fisheries Control, Regulation and Quality Assurance.	8	8
Agricultural Planning and Development.	8	8
Human Resource Management	8	8
Finance and Administration	4	4
NARO	4	4
Total	**87**	**87**

The sample size is determined using;*Krejcie, Robert V., Morgan, Daryle W., (1970) "Determining Sample Size for Research Activities", Educational and Psychological Measurement.*

3.7   Characteristics of Respondents

The various biographical characteristics were explored in this study and included, age, sex, level of education, department of population, marital status and so on as discussed below:

Table 3.3: Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	34	58.6	58.6	58.6
	Female	24	41.4	41.4	100.0
	Total	58	100.0	100.0	

Source: PrimaryData

From table 3.3 above, the study revealed that gender of the respondents, where 58.65% of them were males and 41.4% were females, which as evidenced by the researcher was due to the fact that there were more males willing to take part in the study and also the most active members than the females in MAAIF.

Table 3.4: Highest level of education attainment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	O level certificate	1	1.7	1.7	1.7
	A level certificate	2	3.4	3.4	5.2
	Diploma	5	8.6	8.6	13.8
	Bachelor's Degree	19	32.8	32.8	46.6
	Master's Degree	30	51.7	51.7	98.3
	PhD	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Source: Primary Data

From table 3.4 above, it was established that the education level of the respondents in order to be able to evaluate the possible degree of these different respondents in MAAIF and their responses were; 51.7% of the respondents had attained Master's degree, 32.8% were Bachelor's holders, 8.6% were diploma holders, 3.4% were A' level certificate holders and 1.7% were O' level and PhD holders respectively.

The study revealed that the respondents' understanding of succession planning and staff retention in MAAIF varied greatly due to their varying approach according to the different level of understanding of succession planning, the respondents hence providing relevant information for the study.

Table 3.5: What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	6	10.3	10.3	10.3
	Married	49	84.5	84.5	94.8
	Widow(er)	2	3.4	3.4	98.3
	Cohabiting	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Source: Primary Data

From the table 3.5 above, the study revealed that 84.5% of the respondents were married 10.3% were single, 3.4% were widow(er) and 1.7% were cohabiting. The study revealed that most employees in MAAIF were employees who had responsibilities and a reason for working, but their responses did not necessarily account for their marital status.

Table 3.6: Age (in years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30 years	7	12.1	12.1	12.1
	31-36 years	12	20.7	20.7	32.8
	37-42 years	15	25.9	25.9	58.6
	43-47 years	4	6.9	6.9	65.5
	48-52 years	4	6.9	6.9	72.4
	53-57 years	10	17.2	17.2	89.7
	58-63 years	5	8.6	8.6	98.3
	64 years and above	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Source: Primary Data

Table 3.6 above, represents the age groups of the respondents, where 25.9% were between 37-42 years, 20.7% were between 31-36 years, 17.2% were between 53-57 years 12.1% were between 25-30 years, 8.6% were between 58-63 years, 6.9% were between 43-47 years and 48-52 years respectively and 1.7% were of 64 years and above.

The study revealed that there were respondents from all the age groups as MAAIF doesn't have age discrimination on who to recruit in the ministry.

Table 3.7: Department deployed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dept of crop production	6	10.3	10.3	10.3
	Dept of Crop protection	3	5.2	5.2	15.5
	Dept of crop inspection and certification	4	6.9	6.9	22.4
	Department of Animal Health	11	19.0	19.0	41.4
	Dept of animal production	5	8.6	8.6	50.0
	Department of Entomology	3	5.2	5.2	55.2
	Dept of Agric management and development	1	1.7	1.7	56.9
	Dept of fisheries control, regulation & quality assurance	2	3.4	3.4	60.3
	Dept of Agric extension & extension skills management	5	8.6	8.6	69.0
	Dept of Agric planning and development	5	8.6	8.6	77.6
	Dept of finance & administration	7	12.1	12.1	89.7
	Dept of Human Resource Management	5	8.6	8.6	98.3
	NARO	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Source: Primary Data

In attempting to know the department of deployment that the various respondents held in MAAIF, the study found out that, 19% were working under Animal health department, 12.1% were under finance and administration, 10.3% were under crop production.

8.6% were under department of agriculture extension, Human Resource management and extension skills management, animal production and Agriculture planning and development respectively.

In addition, 6.9% were under crop inspection and certification, 5.2% were under crop protection and entomology department respectively, 3.4% were under fisheries control, regulation & quality assurance and 1.7% were working under NARO.

The study revealed that respondents were more conversant with the succession planning strategies and staff retention in MAAIF, hence providing relevant information which is adequate for the success of this study.

Table 3.8: How long have you worked with MAAIF?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	7	12.1	12.1	12.1
	1-3 years	12	20.7	20.7	32.8
	4-6 years	7	12.1	12.1	44.8
	7-9 years	7	12.1	12.1	56.9
	10-12 years	5	8.6	8.6	65.5
	Over 13 years	20	34.5	34.5	100.0
	Total	58	100.0	100.0	

Source: Primary Data

Table 3.8 above, represents the length of occupation of the respondents, where 34.5% had spent over 13 year in the ministry, 20.7% had spent 1-3 years, 12.1% had spent less than 1 year, 4.6 years and 7-9 years respectively and 8.6% had spent 10-12 years working with MAAIF.

The study revealed that the respondents had spent a good time at MAAIF, hence having being familiar with the succession planning strategies, thus providing relevant information to the study.

3.8   Validity and Reliability

To ensure content validity, the researcher constructed Data collection instruments with adequate number of items and made sure that each item or question on the scale had link with the objectives of the study and ensured that all items covered a full range of issues being measured.

Also in ensuring validity of instruments the researcher consulted colleagues and the supervisor for proper guidance after which the researcher pre-tested the instruments.

For the case of interviews, the researcher used simple language and clear instructions appropriate to the respondents. Questions were phased to ensure consistency in responses of the participants. The respondents who participated in the study were well informed and knowledgeable about the study and this ensured reliability of the findings.

3.9   Data Management and Analysis.

The instruments used for collection of Data were focused to yield both qualitative and quantitative Data. After the respondents had answered questionnaires and interview done, raw Data was cleaned, sorted and condensed into a systematically comparable Data. A coding scheme was applied to Data in the process commonly known as content analysis. Potential themes, categories, and patterns were closely examined to see how they actually emerge from the Data in relation to the objectives of the study.

Data analysis was done using the Statistical Package for Social Science (SPSS), which helped to summarize the coded Data and this facilitated quick interpretation.

From interviews, qualitative Data analysis used words to make statements on how categories or themes of Data were related. Once the themes, categories and patterns were established, Data was evaluated and analysed to determine the adequacy, credibility, usefulness and consistency of the information.From the questionnaire, qualitative Data was generated through Data coding that yielded numbers; the numbers were analysed using computer packages that yielded rational and inferential statistics.

Descriptive statistics were used to summarise and describe Data. In testing the hypothesis, the study used correlation analysis to determine or establish the relationship between two or more variables or sets of variables as recommended by Cohen and Cohen, (1983).

Linear regression analysis was also used since it measured linear relationships between a dependent variable and one or more independent variables.

3.10   Measurement of variables

Measurement of variables was done to show how each category of questions in the instruments that were used were handled to come up with the necessary information.

This was done to get the background information of the respondents (categorical Data), independent and dependent variable in their Likert form and the non-categorical information that was obtained from the interviews. The categorical variables were measured using the Nominal scale, with numbers being assigned to each category only to identify similar objects within a category from elements in another category that is different.

The non-categorical was studied and the narrative was made so as to fit in the objectives of the study. This was done in assessing the impact of customer care on business performance in MAAIF looking as the descriptive variables. The researcher used the ordinal measurement scale composing of discrete variables. The categories were ranked in terms of the variables. A correlation matrix was employed to ascertain how moderating variables affect independent and dependent variables. After testing the variables, there was a positive or negative relationship between the variables.

CHAPTER FOUR

STAFF SUCCESSION PLAN AT MAAIF

4.1   Introduction

Strategic succession planning includes policies and processes for recruitment, development, and retention of staff (Friedman et al., 1998). Recruitment involves more than just the selection processes. The recruitment aspects of succession planning also need to include processes and policies to attract the highest quality applicants. Recruitment and retention are posing a challenge for many government agencies such as; shortages of skilled manpower and competition with external manpower thus citing inadequate recruitment and retention processes (d'Arbon, et al, 2001).

Aronoff and Ward (1992) concur that succession is a lifelong process that encompasses everything aimed at ensuring the continuity of the business through the generations, succession planning process include all the actions, events, and organisational mechanism by which leadership of the business, and ownership is transferred. Sauereisen (2007) argues that succession is not a once off event, but a process that require planning in a way that prevent unpleasant surprise and involve a series of strategies implemented over time.

Maas et al. (2005), Neubauer and Lank (1998: 134) illustrate that succession refer to a series of identifiable steps that take place over time, with the expectation of ensuring the readiness of the successor to take over the difficult task of leadership when required. Therefore, this chapter examines the staff succession strategies at MAAIF.

4.2   Existence of a succession plan

The succession process includes: communicating the positions to employees and preliminary assessment process for interested employees. The study asked respondents whether they are aware that a succession plan exists at MAAIF. The results are indicated in table 4.1 below.

Table 4.1: I am aware that a succession plan exists at MAAIF

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.5	17.5
	Disagree	7	12.1	12.3	29.8
	Not sure	17	29.3	29.8	59.6
	Agree	17	29.3	29.8	89.5
	Strongly Agree	6	10.3	10.5	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to table 4.1 above, majority of the respondents 40.3% generally agreed that they are aware that a succession plan exists at MAAIF. This implies MAAIF leaders communicate to its employees about the existence of succession and promotion awards in the organizations.

However, 29.8% of the total respondents disagreed and not sure respectively. When interviewed respondents whether MAAIF has a clear procedure it follows on carrying out succession program. It was discovered that hardworking employees are given the first priority. According to Armstrong 2001), the succession process needs to be structured so that it encourages and supports the organization in its attempt to locate and appoint highly qualified applicants to strategic positions.

4.3   Succession process is begun internally

The study asked respondents whether they know that succession recruitment processes in MAAIF begins internally and critical staff are aware. The results are indicated in table 4.2.

Table 4.2: I know that succession recruitment processes in MAAIF begin internally and critical staffs are aware

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	15.5	15.5	15.5
	Disagree	12	20.7	20.7	36.2
	Not sure	15	25.9	25.9	62.1
	Agree	21	36.2	36.2	98.3
	Strongly Agree	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 37.9% generally agreed that they know that succession recruitment processes in MAAIF begin internally and critical staff is aware.

This implies that immediate communications are done to all critical staff making them prepare to apply for the available positions. However, 36.2% of the total respondents disagreed and 25.9% were not sure. When interviewed respondents whether MAAIF considers the internal applicants first. It was discovered that MAAIF seeks to fill a vacant position internally in the first instance, and then follow through with an external campaign if no suitable inside staff is identified. Hall (1986) asserts that, it is important to know that, when there is an opening in an organization, it is always very important for the human resources department to check inwardly if there is any existing staff that can succeed perfectly into that position and if none.

4.4 Communications are made to possible successors

The study asked respondents whether all movements of staff are well planned and in case of any movement or departure of an employee from MAAIF, the possible successors are informed to prepare in time and the results are indicated in table 4.3 below.

Table 4.3All movements of staff are well planned and in case of any movement or departure of employee from MAAIF, the possible successors are informed to prepare in time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.6	8.6	8.6
	Disagree	22	37.9	37.9	46.6
	Not sure	15	25.9	25.9	72.4
	Agree	15	25.9	25.9	98.3
	Strongly Agree	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 46.6% generally disagreed that all movements of staff are well planned and in case of any movement or departure from MAAIF, the possible successors are informed to prepare in time. This implies that MAAIF does not plan for the departure of its employees, but rather it communicated to all the interested people to apply for the vacant position when beginning the recruitment process. However, 27.6% of the total respondent agreed and 25.9% were not sure. It should be noted that communicating the positions to employees; establish an application and preliminary assessment process for interested employees; defining objective criteria for inclusion in a candidate pool for each position; and implementing the application and pool selection process (Friedman et al., 1998).

4.5   Consulting staff for intended recruitment of the successor

The study asked respondents whether consultations are made among staff for intended recruitment of the successor and the results are indicated in table 4.4 below.

Table4.4: Consultations are made among staff for intended recruitment of the successor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.5	17.5
	Disagree	20	34.5	35.1	52.6
	Not sure	17	29.3	29.8	82.5
	Agree	9	15.5	15.8	98.2
	Strongly Agree	1	1.7	1.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 52.6% generally disagreed that consultations are made among staff for intended recruitment of the successor. This implies that managers make to decisions by themselves. However, 17.6% of the respondents agreed and 29.3% were not sure. When interviewed the respondents as to whether appraisal on a particular candidate are done, it was discovered that MAAIF does not carry out personal appraisal during succession process. Identification of future successors should not solely be left to the managers because there is a possible of such managers tending to nominate those future potential leaders that most closely reflect their own values, experiences and attitudes, thus perpetuating the glass ceiling and other forms of discrimination (Cohen and Wheeler, 1997).

4.6   Appointed successors are chosen on merit

The study asked respondent whether the appointed successors are always chosen on merit to fill the exact gaps by the departing officer and the results are indicated in table 4.5.

Table 4.5: The appointed successors are always chosen (recruited) on merit to fill the exact left gaps by the departing officer.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.9	7.0	7.0
	Disagree	9	15.5	15.8	22.8
	Not sure	13	22.4	22.8	45.6
	Agree	26	44.8	45.6	91.2
	Strongly Agree	5	8.6	8.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 53.4% generally agreed that the appointed successors are always chosen (recruited) on merit to fill the exact gaps by the departing officer. This implies that MAAIF has specific credentials is seeks in a particular individual before appointing him in a given position. However, 22.8% of the total respondents disagreed and 22.4% were not sure. When interviewed the respondents of the credentials needs, it was discovered that MAAIF considers hardworking employees, with exceptional skills and experience for the particular job.

Potential successors would include the top performers who are capable of doing a job two levels above their current level and so the organizations should identify these talents and use them to fill acting positions as a priority (Devine and Powell, 2008).

4.7   Selection process of a suitable successor

Sharma et al. (2001) contends that for the family business to have a smooth succession there must be a leader who is willing and able to hand over the leadership role to the successor. The study asked respondents whether the selection of suitable successor(s) is always transparent and the results are indicated in table 4.6.

Table 4.6: The selection process of suitable successor(s) is always transparent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.9	6.9	6.9
	Disagree	6	10.3	10.3	17.2
	Not sure	21	36.2	36.2	53.4
	Agree	22	37.9	37.9	91.4
	Strongly Agree	5	8.6	8.6	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 46.5% generally agreed that the selection process of suitable successor(s) is always transparent. This implies that MAAIF informs all its prospected candidates about the available positions in the organizations.

However, 17.2% of the total respondents disagreed and 36.2% were not sure. When interviewed the respondents whether equal treatment is done to all candidates involved in the succession process, it was discovered that a clear procedure is followed when dealing with prospected candidates for the succession. The successor therefore should be willing and able to take over the role through following a designed mechanism for such transition to take place.

4.8   A process to help selected successors

Succession planning has become a proactive process that takes a longer-term view. The study asked respondents whether there is a clear process to help selected successors settle well in the new offices/positions and the results are indicated in table 4.7 below.

Table 4.7: There is a clear process to help selected successors settle well in the new offices/positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	10.3	10.3	10.3
	Disagree	8	13.8	13.8	24.1
	Not sure	21	36.2	36.2	60.3
	Agree	19	32.8	32.8	93.1
	Strongly Agree	4	6.9	6.9	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 39.7% generally agreed that there is a clear process to help selected successors settle well in the new offices/ positions. This implies that MAAIF has a clear way it follows to enable the successors to well fit their new jobs. However, 24.1% of the total respondents disagreed and 36.2% were not sure. When interviewed the respondents of the tools used by MAAIF to enable to successor fit in the new offices. It was discovered that the successors are trained on how to handle the new offices. MAAIF therefore should ensure that employees are recruited and/or developed to fill each key role within the organization. The objective of succession planning is to ensure that the organization continues to operate effectively when individuals occupying critical positions depart.

4.9 Selected successors stay in acting capacity for more than a year

The study asked respondents whether the selected successors stay in acting capacity for more than a year before being confirmed and the results are indicated in table 4.8.

Table4.8: The selected successors stay in acting capacity for more than a year before being confirmed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	12.1	12.1	12.1
	Disagree	10	17.2	17.2	29.3
	Not sure	13	22.4	22.4	51.7
	Agree	17	29.3	29.3	81.0
	Strongly Agree	11	19.0	19.0	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table 4.8 above, majority of the respondents 48.3% generally agreed that the selected successors stay in acting capacity for more than a year before being confirmed. This implies that probation program is practiced by MAAIF. However, 29.3% of the total respondents disagreed and 22.4% were not sure.

When interviewed respondents whether new employees in new positions are tested to find out if they best fit the available positions, it was discovered that all employees promoted in high offices are put on probation for one year so as to make sure that the best candidate is positioned in the given office.

It should be noted that Identifying employees who are interested in career mobility and advancement is critical because organizations that identify employees on their own without taking into consideration employee goals are simply setting themselves up for disaster by counting on every employee to be interested in promotional opportunities (Brady et al., 1982; pg.37).

4.10   Carrying out planned staff development programs

Staff development of current and potential leaders is now considered to be an essential element of succession plans.

The study asked respondents whether MAAIF always carries out planned staff development programs and the results are indicated in table 4.9 below.

Table4.9: MAAIF always carries out planned staff development programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.6	8.6	8.6
	Disagree	17	29.3	29.3	37.9
	Not sure	2	3.4	3.4	41.3
	Agree	21	36.2	36.2	77.5
	Strongly Agree	13	22.4	22.4	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 58.6% generally agreed that MAAIF always carries out planned staff development programs. This implies that MAAIF has proper guidelines it follows when developing its employees. However, 37.9% of the respondents disagreed and 3.4% were not sure.

When interviewed respondents whether employee development is done by only MAAIF, a number of respondents argued that it is not only the responsibility of the organization; it is the dual responsibility of both the organization and the individual employee.Staff development processes need to provide the opportunities to develop the leadership capabilities of potential leaders. Development opportunities also need to be provided to ensure that current leaders continue to develop the leadership capabilities.

4.11   Undergoing special courses

Employee training is essential for an organization's success. Despite the importance of training, a trainer can encounter resistance from both employees and managers.

The study asked respondents whether potential successors undergo special courses in institutions of learning and the results are indicated in table 4.10 below.

Table 4.10: Potential successors undergo special courses in institutions of learning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	19.0	19.0	19.0
	Disagree	10	17.2	17.2	36.2
	Not sure	2	3.4	3.4	39.6
	Agree	10	17.2	17.2	56.8
	Strongly Agree	25	43.1	43.1	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 60.3% generally agreed that potential successors undergo special courses in institutions of learning. This implies that new employees are trained on how to manage new offices. However, 36.2% of the respondents disagreed and 3.4% were not sure. When interviewed respondents whether the employees are regularly trained, it was revealed that, they are trained whenever there is need.

Huselid, (2006) asserts that, Training is very vital in any company or organization that aims at progressing. Training simply refers to the process of acquiring the essential skills required for a certain job.

Career development, on the other side, puts emphasis on broader skills, which are applicable in a wide range of situations. This includes decision making, thinking creatively and managing people.

4.12   Transfer of knowledge by departing officers

The optimized knowledge transfer enables a successor to identify and get access to the valuable part of the predecessor's knowledge. The study asked respondents whether there are special arrangements within the ministry where departing officers are asked to transfer knowledge to potential successors and the results are indicated in table 4.11.

Table 4.11: There are special arrangements within the ministry where departing officers are asked to transfer knowledge to potential successors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.2	17.2
	Disagree	22	37.9	37.9	55.2
	Not sure	19	32.8	32.8	87.9
	Agree	7	12.1	12.1	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 55.2% generally disagreed that there are special arrangements within the ministry where departing officers are asked to transfer knowledge to potential successors. This implies that MAAIF takes responsibility to equip the new officers with the necessary skills to run the new offices. However, 12.1% of the total respondents agreed and 32.8% were not sure.

When interviewed the respondents whether MAAIF embraces induction of new employees in new positions, it was discovered that MAAIF embraces induction in the succession planning process by developing induction programs for their successors or new employees. Employees can be inducted both on the new responsibilities in the new position and/or the whole organizational set up (Berzon et al., 2006).

4.13   Discussing with employees about the career path

The study asked respondents whether the supervisor has discussed with me about their career path. The results are indicated in table 4.12 below.

Table 4.12   The supervisor has discussed with me about my career path

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.2	17.2
	Disagree	14	24.1	24.1	41.4
	Not sure	2	3.4	3.4	44.8
	Agree	22	37.9	37.9	82.7
	Strongly Agree	10	17.2	17.2	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 55.1% generally agreed that the supervisor discusses with them about their career path. This implies that supervisors coach their coworkers on how to grow and develop their careers. However, 41.4% of the total respondents disagreed and 3.4% were not sure. When interviewed the respondents as to whether they are informed about the job in the pipeline.

It was discovered that employees of MAAIF receive messages that are informative in nature, especially if these recruitment messages can provide some insights about job characteristics and organizational attributes according to Ackermann (2009), the agency managers should also enhance individual staff member's career development by: acting as a coach and counselor; providing feedback on individual performance; providing information on future opportunities in the organisation; and supporting individuals that are examining their career goals and plans.

4.14   Staff development programs address gender balance

Employees, members and clients should receive equal treatment regardless of sex, marital status, race, colour, nationality, ethnic or national origins, religion, age, disability or sexual orientation. The study asked respondents whether staff development programmes address gender balance by the ministry. The results are indicated in table 4.13 below.

Table 4.13: Staff development programmes address gender balance by the ministry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.2	17.2
	Disagree	10	17.2	17.2	34.5
	Not sure	1	1.7	1.7	36.2
	Agree	6	10.3	10.3	46.5
	Strongly Agree	31	53.4	53.4	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 63.7% generally agreed that staff development programmes address gender balance by the ministry.

This implies that MAAIF does not consider the gender of an employee when carrying out succession program. However, 34.5% of the total respondents disagreed and 1.7% were not sure. When interviewed the respondents all employees are given equal treatment and consideration when carrying out succession program. It was discovered that Chances for advancement are open to everybody interested. Brock, (2010), asserts that, "an equal chance to compete within the framework of goals and the structure of rules established."

CHAPTER FIVE

MOVEMENT OF STAFF IN THE MINISTRY.

5.1   Introduction

Movement of staff is a process wherestaff are rotated to serve in other fields. According to Armstrong (2012) the process of delegation of authority begins with the duties assigned to the subordinates and ends when the subordinate is obliged to carry out the operations.

Assignment of Duties to Subordinates: Armstrong asserts that before the actual delegation of authority, the delegator must decide on the duties which he wants the subordinate or the group of subordinates to perform. Here, the manager lists the activities to be performed along with the targets to be achieved, and the same is spelled out to the subordinates. Thus, in the first stage, the duties are assigned to the subordinates as per their job roles.

Therefore, even when the agent makes a recommendation, the principal does not have complete information. Therefore this chapter aims to find out whether staff serving in critical positions are rotated and assigned with different duties.

5.2   Numerous critical positions

The study asked respondents whether there is numerous critical positions in the ministry; the results are indicated in table 5.1 below.

Table 5.1.There are numerous critical positions in the ministry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	6.9	6.9	6.9
	Not sure	10	17.2	17.2	24.1
	Agree	26	44.8	44.8	69.0
	Strongly Agree	18	31.0	31.0	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 75.8% generally agreed that there are numerous critical positions in the ministry. This implies that there are many officials who retire and quit working for the ministry. However, 6.9% of the respondents disagreed and 17.2% were not sure. When interviewed the respondents whether they are informed of the available positions in the ministry, it was discovered that notices are put on MAAIF's notice board; website and e-mails are sent to different employees in the organization about the available positions.

Different organizations effectively inform their employees on the available opportunities, so as to equitably involve the employees and to minimize the level of organizational conflicts. It should be noted that effective communication helps us better understand a person or situation and enables us to resolve differences, build trust and respect, and create environments where creative ideas, problem solving, affection, and caring can flourish.

5.3   Equal opportunity to serve

Equal opportunity is a stipulation that all people should be treated similarly, unhampered by artificial barriers or prejudices or preferences. The study asked respondents whether every staff is given equal opportunity to serve in a critical position; the results are indicated in the table below.

Table 5.2: Every staff if given equal opportunity to serve in a critical position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	13.8	13.8	13.8
	Disagree	19	32.8	32.8	46.6
	Not sure	16	27.6	27.6	74.1
	Agree	14	24.1	24.1	98.3
	Strongly Agree	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

According to the table above, majority of the respondents 46.6% generally disagreed that every staff is given equal opportunity to serve in a critical position. This implies that not all employees in the ministry is free to apply for the available position.

However, 26.8% of the total respondents agreed and 27.6% were not sure. Brock, (2007), asserts that, "an equal chance to compete within the framework of goals and the structure of rules established." According to Aaker (2008:p.6), all job applicants, employees, members and clients should receive equal treatment regardless of sex, marital status, race, colour, nationality, ethnic or national origins, religion, age, disability or sexual orientation.

5.4   Rotation to key position is done willingly

The study asked respondents whether staffs are willingly rotated to key critical positions. The results are indicated in the table below.

Table 5.3:Staff are willingly rotated to key critical positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	12.1	12.1	12.1
	Disagree	21	36.2	36.2	48.3
	Not sure	15	25.9	25.9	74.1
	Agree	14	24.1	24.1	98.3
	Strongly Agree	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

According to the table above, majority of the respondents 48.3% generally disagreed that staff are willingly rotated to key critical positions.

This implies that some employees are forcefully made to take up critical positions. However, 25.8% of the total respondents agreed and were not sure respectively.

When interviewed respondents how employees are forced to take up positions they are not willing to take over, it was discovered that, at MAAIF, some employees find themselves in a position where their jobs are offered to other people, and the only option is to take up a given position so as to be retained in the organization. The organization needs to train its employees. It should train them on the specific procedures.

Train them on what is expected of them and how they will be evaluated. Train them how to avoid common mistakes. Explain resources available to help them do the job better. Remember they are all individuals and will learn at different rates and in different ways (Salas, E., et al, 2009).

5.5 Offering of training to employees

The study asked respondents whether all staff moved to critical positions are given training to handle duties in those positions. The results are indicated in table 5.4.

Table 5.4: All staff moved to critical positions are given training to handle duties in those positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	15.5	15.5	15.5
	Disagree	14	24.1	24.1	39.7
	Not sure	1	1.7	1.7	41.4
	Agree	14	24.1	24.1	65.5
	Strongly Agree	20	34.5	34.5	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According the table above, majority of the respondents 58.6% generally agreed that all staff moved to critical positions is given training to handle duties in those positions. This implies that MAAIF trains its employees on critical issues.

However, 39.6% generally disagreed and 1.7% were not sure. When interviewed the respondents on the process used by MAAIF in succession planning, they argued that MAAIF reviews the agency for leadership talent, identifying possible successors, and then provides those individuals with the training, mentoring, and support they need to prepare themselves for critical roles within the organization when vacancies occur.

For this reason, this can be done in several way such as: encouraging and providing leadership training for command staff and line supervision; on-the-job training in special-duty assignments; in-service situational leadership training; courses on budgets, computer skills, writing, and instructor training; training, and formal presentations (Leibman et al., 1996).

5.6   Movement to critical positions is political

Friends and family may bring many useful skills to the organization. The study asked respondents whether movement to critical positions in MAAIF is always political. The results are indicated in table 5.5.

Table 5.5   Movement to critical positions in MAAIF is always political

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	15.5	15.5	15.5
	Disagree	11	19.0	19.0	34.5
	Not sure	6	10.3	10.3	44.8
	Agree	6	10.3	10.3	55.1
	Strongly Agree	26	44.8	44.8	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 53.1% generally agreed that movement to critical positions in MAAIF is always political. This implies that managers only promote those they are related to.

However, 34.5% of the respondents disagreed and 10.3% were not sure. When interviewed respondents whether technical know who is used when exercising succession programs in MAAIF.

The respondents argued that most of the employees in MAAIF are relatives and friends to the managers.

Banjoko (2008), Friends and family may already be familiar with the company and how it works the organization wouldn't need to spend as much time training new employees with the aims of the company. However, a friend or family member may take advantage of their status, knowing that it is more difficult to fire someone who is close to the company.

5.7   Qualified and competent staff is moved to critical positions

The study asked respondents whether qualified and competent staff is the only ones moves to critical positions. The results are indicated in table 5.6:

Table 5.6:Qualified and competent staffs are the only ones moved to critical positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	12.1	12.1	12.1
	Disagree	5	8.6	8.6	20.7
	Not sure	19	32.8	32.8	53.4
	Agree	20	34.5	34.5	87.9
	Strongly Agree	7	12.1	12.1	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 46.6% generally agreed that qualified and competent staffs are the only ones moved to critical positions. This implies that prominent opportunities are extended to employees with outstanding skills and competencies.

However, 20.7% of the total respondents disagreed and 32.8% were not sure. When interviewed respondents whether MAAIF retains its competent employees, it was discovered that MAAIF offers attractive opportunities to handworkers and competent employees so as to retain them. It is important for all organization to put together efforts to retain their top talent and ensure leadership for the future.

5.8   Transparent transfer of staff

The study asked respondents whether movement or transfer of staff is transparent. The results are indicated in table 5.7 below.

Table 5.7 Movement or transfer of staff is transparent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.2	5.2	5.2
	Disagree	12	20.7	20.7	25.9
	Not sure	19	32.8	32.8	58.6
	Agree	19	32.8	32.8	91.4
	Strongly Agree	5	8.6	8.6	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 41.4% generally agreed that movement or transfer of staff is transparent. This implies that employees are informed of the available positions and all the recruitment process. However, 25.9% of the total respondents disagreed and 32.8% were not sure. When interviewed respondents whether high positions in MAAIF are filled by internal applicants, it was revealed that, the organization considers its employees before considering outside competent applicants.

MAAIF should effectively inform its employees on the training opportunities, so as to equitably train its employees and to minimize the level of organizational conflicts in the Organization It should be noted that effective communication helps us better understand a person or situation and enables us to resolve differences, build trust and respect, and create environments where creative ideas, problem solving, affection, and caring can flourish.

5.9   Offering considerable time to serve

The study asked respondents whether staff in critical positions is given considerable time to serve in those positions. The results are given in table 5.8.

Table 5.8: Staff in critical positions are given considerable time to serve in those positions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	27	46.6	46.6	46.6
	Disagree	5	8.6	8.6	55.2
	Not sure	3	5.2	5.2	60.4
	Agree	18	31.0	31.0	91.4
	Strongly Agree	5	8.6	8.6	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 55.2% generally disagreed that staff in critical positions are given considerable time to serve in those positions.

This implies that employees stay in their positions depending on their service delivery. However, 39.6% of the total respondents agreed and 5.2% were not sure.

When interviewed the respondents whether MAAIF as a set guideline it follows when retaining employees in the given positions, it was discovered that, MAAIF considers service delivery and performance when considering retaining an employee in a given office. According to Dubois, et al (2006), like a detailed business plan, the organization succession strategies should identify how each job is filled, the process for each promotion and the qualities of each employee required for those positions.

5.10   Staff serving in critical positions knows what to do.

The study asked respondents whether they are satisfied that staff serving in critical positions know exactly what they are doing; the results are indicated in table 5.9.

Table 5.9: I am satisfied that staff that serve in critical positions know exactly what they are doing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.6	8.6	8.6
	Disagree	6	10.3	10.3	19.0
	Not sure	19	32.8	32.8	51.7
	Agree	24	41.4	41.4	93.1
	Strongly Agree	4	6.9	6.9	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 48.3% generally agreed that they are satisfied that the staff that serves in critical positions knows exactly what they do. This implies that employees in critical positions at MAAIF have the necessary skills and competencies to operate the given offices. However, 19% of the total respondents disagreed and 32.8% were not sure. When interviewed the respondents whether employees have the necessary skills needed to operate a given office, it was discovered that MAAIF continuously equips its employees with the necessary skills needed. According to Armstrong et al, (2010), training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Therefore, continuous professional development so as to ensure high quality performance of employees, according to Buoziute et al, (2009).

5.11   Consistent administration and management of staff

The study asked respondents whether there is consistent administration and management of staff serving in key positions; the results are indicated in table 5.10 below.

Table 5.10 There is consistent administration and management of staff serving in key positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.2	5.3	5.3
	Disagree	10	17.2	17.5	22.8
	Not sure	17	29.3	29.8	52.6
	Agree	22	37.9	38.6	91.2
	Strongly Agree	5	8.6	8.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 47.4% generally agreed that there is consistent administration and management of staff serving in key positions. This implies that staff serving in key positions have people they report to. However, 22.8% of the total respondents disagreed and 29.8% were not sure. When interviewed respondents whether staff in key positions have duties assigned to them, it was discovered that MAAIF clearly defines the jobs of the employees, Assignment of Duties to Subordinates. Armstrong asserts that before the actual delegation of authority, the delegator must decide on the duties to delegate.

5.12   Making strategic decisions

The study asked respondents whether staff serving in critical positions can make strategic decisions; the results are indicated in table 5.11 below:

Table 5.11:   Staff serving in critical positions can make strategic decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.2	5.3	5.3
	Disagree	2	3.4	3.5	8.8
	Not sure	12	20.7	21.1	29.8
	Agree	30	51.7	52.6	82.5
	Strongly Agree	10	17.2	17.5	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 70.1% generally agreed that staff serving in critical positions can make strategic decisions. This implies that employees who have earned themselves critical positions are empowered to make the necessary decisions in MAAIF. However, 8.8% of the total respondents disagreed and 21.1% were not sure. When interviewed the respondents whether employees are empowered to make decisions, it was discovered that employees take a (partly) uninformed decision. In the case of delegation, the principal incurs a cost because the agent is biased: the preferences of the agent are different from the principal's preferences. Gautier and Paolini (2007) use a two-period model, with one decision on a project in each period.

5.13   Involvement in policy development and reviews

The study asked respondents whether staff in high ranking positions is involved in policy development and reviews; the results are indicated in table 5.12 below.

Table 5.12: Staff in high ranking positions are involved in policy development and reviews

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.4	3.5	3.5
	Disagree	2	3.4	3.5	7.0
	Not sure	5	8.6	8.8	15.8
	Agree	29	50.0	50.9	66.7
	Strongly Agree	19	32.8	33.3	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the tale above, majority of the respondents 82.8% generally agreed that staff in high ranking positions is involved in policy development and reviews. This implies that employees are involved in succession plan of the organization. However, 7% of the total respondents disagreed and 8.6% were not sure. When interviewed respondents whether all people in ranking positions are aware of delegated to participate in policy development, it was discovered that employees in ranking positions have the mandate to participate in policy formulation.

CHAPTER SIX

MONITORING AND EVALUATING THE IMPLEMENTATION OF SUCCESSION STRATEGIES

6.1   Introduction

To improve, the Succession planning program must be subjected to continual evaluation to assess how well it is working. That is the seventh and final step of the model. The results of evaluation should, in turn, be used to make continuous program improvements and to maintain a commitment to systematic Succession Planning (Rothwell, 2005:81).

To prepare for the loss of key leaders to retirement, and prevent the loss of high potential talent to competitors, and strengthen the pipeline in terms of quantity and quality of successors, Aberdeen's Best-in-Class have placed increased emphasis on succession planning (Aberdeen Group, 2007:6).

Standardization is critical for creating consistency within the organization; consistency that not only negates potential employee dissatisfaction that results from misaligned expectations, but also reduces errors in employee development plans and successor identification. These work in tandem to improve employee retention (Aberdeen group, 2007:7).

Pressures to stave off the loss of high potential talent and improve the quality of next-generation leaders, are forcing organizations to view succession planning more as a key retention and development enabler. (Aberdeen Group, 2007:6).

This chapter aims at finding out how MAAIF monitors and evaluates the implementation of its succession strategies.

6.2   A policy for recognizing and rewarding better performers

The study asked respondents whether at MAAIF, there is a policy for recognizing and rewarding better performers in the ministry; the results are indicated in table 6.1 below.

Table6.1: At MAAIF, there is a policy for recognizing and rewarding better performers in the ministry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.6	8.9	8.9
	Disagree	10	17.2	17.9	26.8
	Not sure	16	27.6	28.6	55.4
	Agree	15	25.9	26.8	82.1
	Strongly Agree	10	17.2	17.9	100.0
	Total	56	96.6	100.0	
Missing	System	2	3.4		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 44.7% generally agreed that at MAAIF there is a policy for recognizing and rewarding better performers in the ministry. This implies that proper guidelines are followed when motivating employees at MAAIF. However, 26.8% of the total respondents disagreed and 28.6% were not sure. When interviewed respondents on whether their services are rewarded, it was revealed that, the ministry pays employees on every fair performance delivered.

Robbins et al (2008) assert that an effective and adequate compensation system can help attract and retain competent and talented employees who can help the organization accomplish its mission and goals and the compensation system had been shown to have an impact on its strategic performance.

6.3   Performance appraisal

According to Mbabaziet, al (2009), a performance appraisal (PA) is a method by which the job performance of an employee is documented and evaluated. The study asked respondents whether a good performance appraisal is important for getting promotions for the key position in the MAAIF; the results are indicated the table 6.2.

Table 6.2: A good performance appraisal is important for getting promotion for the key position in the MAAIF

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	28	48.3	48.3	48.3
	Disagree	6	10.3	10.3	59.6
	Not sure	10	17.2	17.5	77.1
	Agree	6	10.3	10.3	87.4
	Strongly Agree	7	12.1	13.6	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 59.6% generally disagreed that a good performance appraisal is important for getting promotion for the key positions in MAAIF.

This implies that MAAIF does not appraise its employees when offering high positions. However, 23.9% of the respondents agreed and 17.2% were not sure. When interviewed on whether all employees are appraised, it was revealed that the ministry appraises its employees monthly. According to Huselid, (2006), "Employee training and development are crucial components in helping an organization achieve strategic initiatives".

6.4   A committee for monitoring staff

The study asked respondents whether MAAIF has a specific committee in place for monitoring staff in critical positions; the results are indicated in table 6.3.

Table 6.3: MAAIF has a specific committee in place for monitoring staff in critical positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	28	48.3	48.3	48.3
	Disagree	7	12.1	12.1	60.4
	Not sure	5	8.6	8.6	69.0
	Agree	16	27.6	27.6	96.6
	Strongly Agree	2	3.4	3.4	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 60.4% generally disagreed that MAAIF has a specific committee in place for monitoring staff in critical positions. This implies that the employees put in critical positions are not supervised since they are decision makers. However, 31% of the respondents agreed and 8.6% were not sure.

Robbins (2008) asserts that, mistaking a high-performing employee for a high-potential employee can be costly. When interviewed respondents whether employees in critical positions are given powers to make the necessary decisions in the ministry, it was discovered that employee in critical positions make the necessary decisions in the organization. High performers stand out in any organization. They consistently exceed expectations, and are management's go-to people for difficult projects because they have a track record of getting the job done.

6.5   Reporting procedures

Often, businesses attempt to develop reporting processes, but miss the mark in achieving desired results. The study asked respondents whether there is a clear reporting procedure for staff in critical positions; the results are indicated in table 6.4 below.

Table 6.4 There is a clear reporting procedure for staff in critical positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.7	1.7	1.7
	Disagree	3	5.2	5.2	6.9
	Not sure	18	31.0	31.0	37.9
	Agree	29	50.0	50.0	87.9
	Strongly Agree	7	12.1	12.1	100.0
	Total	58	100.0	100.0	

Source: Primary Data

According to the table above, majority of the respondents 62.1% generally agreed that there is a clear reporting procedure for staff in critical positions. This implies that MAAIF has clear reporting guidelines in place. However, 8.6% of the total respondents disagreed and 32% were not sure Effective processes uncover material financial misstatements prior to circulating information with investors and other stakeholders, and identify and address problem areas before they elevate to unmanageable levels. Without management reporting, employees may know there is a problem, but are unable to identify its origin. It also allows you to understand your current financial position compared to competitors, in order to realign business strategies to improve specific operating activities.

6.6   Working is guided by policy

Each job should have a written job description and person specification. The study asked respondents whether all work done by staff in critical positions is guided by policy; the results are indicated in table 6.5 below.

Table 6.5: All work done by staff in critical positions is guided by policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.4	3.5	3.5
	Disagree	5	8.6	8.8	12.3
	Not sure	13	22.4	22.8	35.1
	Agree	29	50.0	50.9	86.0
	Strongly Agree	8	13.8	14.0	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 64.9% generally agreed that all work done by staff in critical positions is guided by a policy. This implies that there are set roles and responsibilities by MAAIF for every job position in the ministry. However, 12.3% of the respondents disagreed and 22.8% were not sure. When interviewed on the ways in which job specifications are modified, the respondents argued that, when an employer first hires a new recruit, the new employees' contract of employment are typically match their job descriptions and specifications. According to Schmidt et al (2007), it is important to modify a job specification because the outcome of hiring an employee is majorly depends on the available job description. It's an issue that affects all employers, large and small alike.

6.7 Periodic performance reports

The study asked respondents whether periodic performance reports are written and presented by the serving officers in key positions; the results are indicated in table 6.6.

Table 6.6 Periodic performance reports are written and presented by the serving officers in key positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.7	1.8	1.8
	Disagree	1	1.7	1.8	3.5
	Not sure	12	20.7	21.1	24.6
	Agree	30	51.7	52.6	77.2
	Strongly Agree	13	22.4	22.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 75.4% generally agreed that periodic performance reports are written and presented by the serving officers in key positions. This implies that other employees at MAAIF provide all the necessary information to the officers in key positions so as to make the performance reports. However, 3.5% of the total respondents disagreed and 20.7% were not sure. Most organizations that attempt to implement a strategic staffing process follow a fairly traditional approach. Usually, these organizations include staff planning as a component of their annual business planning process.

Often, these organizations request that managers define future staffing needs for each year of the planning period using a common template or "form.

6.8 Promotion of employees

The study asked respondents whether many staff serving in key positions in MAAIF have also been promoted to higher positions; the results are indicated in table 6.7.

Table 6.7:Many staff serving in key positions in MAAIF have also been promoted to higher positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.4	3.5	3.5
	Disagree	5	8.6	8.8	12.3
	Not sure	10	17.2	17.5	29.8
	Agree	28	48.3	49.1	78.9
	Strongly Agree	12	20.7	21.1	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 70.2% generally agreed that many staff serving in key positions in MAAIF have also been promoted to higher positions. This implies that opportunities to occupy high vacant positions are given to prominent employee in the ministry. However, 12.3% of the respondents disagreed and 17.5% were not sure.

When interviewed whether high positions are filled by internal applicants, it was revealed that, MAAIF considers its employees before considering outside competent applicants. According to Dubois, et al (2006), like a detailed business plan, the bank succession strategies should identify how each job is filled, the process for each promotion and the qualities of each employee required for those positions. It should also list training requirements and opportunities for staff development.

6.9   Employee training

The study asked respondents whether staff serving in key positions are given appropriate training to serve in that particular position; the results are given in table 6.8.

Table 6.8   Staff serving in key positions are given appropriate training to serve in that particular position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.2	5.3	5.3
	Disagree	9	15.5	15.8	21.1
	Not sure	22	37.9	38.6	59.6
	Agree	21	36.2	36.8	96.5
	Strongly Agree	2	3.4	3.5	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 40.3% generally agreed that staff serving in key positions are given appropriate training to serve in that particular position. This implies that the employees of MAAIF have the necessary skills to operate in the given offices. However, 21.1% of the respondents disagreed and 38.6% were not sure. When interviewed on who is trained in the ministry, it was revealed that, MAAIF trains its employees in relation to performance. Therefore, continuous professional development so as to ensure high quality performance of employees, it should be noted that, continuous training equips employees with skills, which enable them carry on organizational activities effectively and efficiently according to Buoziute et al, (2009).

6.10   Full handling of instruments to delegates

The Delegation of Authority is a process wherein the manager assigns responsibility to its subordinate along with the certain authority to accomplish the task on the manager's behalf. The study asked respondents whether at MAAIF, when staff delegates duties, delegates are fully handled all the instruments to handle the delegated duty; the results are indicated in table 6.9 below.

Table 6.9: At MAAIF, when staff delegates duties, delegates are fully handled all the instruments to handle the delegated duty

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	13.8	14.0	14.0
	Disagree	12	20.7	21.1	35.1
	Not sure	20	34.5	35.1	70.2
	Agree	16	27.6	28.1	98.2
	Strongly Agree	1	1.7	1.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 35.1% generally disagreed that at MAAIF when staff delegates' duties, delegates are fully handled all the instruments to handle the delegated duty. This implies that MAAIF employees lack the necessary instruments to run their offices effectively. However, 29.9% of the respondents agreed and 35% were not sure. According to Armstrong (2012) the process of delegation of authority begins with the duties assigned to the subordinates and ends when the subordinate is obliged to carry out the operations as intended.

6.11   Job rotations

The study asked respondents whether potential successors are taken through job rotations to acquaint them to the responsibilities of the concerned office(s);the results are indicated in table 6.10.

Table 6.10: Potential successors are taken through job rotations to acquaint them to the responsibilities of the concerned office (s).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.5	17.5
	Disagree	15	25.9	26.3	43.9
	Not sure	18	31.0	31.6	75.4
	Agree	14	24.1	24.6	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 43.9% generally disagreed that potential successors are taken through job rotations to acquaint then to the responsibilities of the concerned office(s). This implies that there is no job rotation in Technical Departments. However, 24.6% of the respondents agreed and 31.6$ were not sure. When interviewed respondents whether they receive on-job training, it was discovered that employee of MAAIF are moved to other offices and places to enable them learn more and acquire the necessary skills needed to run the given offices. This happens only in non-technical departments. According to Fitzgerald, (2009) Equally Important, To Access the Widest pool of talent, the organizations need to foster an inclusive and flexible work culture that considers the needs and potential of all employees and potential employees.

CHAPTER SEVEN

MAAIFSTAFF RETIREMENT.

7.1   Introduction

Staff retirement is something for which most companies strive, regardless of their size. Small firms want to get big, big firms want to get bigger. Indeed, companies have to retire their workers in order to better compete.

Staff Retirement has the potential to provide businesses with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased prestige for organizational members. Many firms desire because it is seen generally as a sign of success, progress. Staff retirement however, means different things to different organizations. Therefore, this chapter examinesthe level of Retirement of Staff at MAAIF.

7.2   More established offices to better serve the clientele

The study asked respondents whether MAAIF has more established agricultural offices and agencies country wide to better serve its clientele; the results are indicated in table 7.1 below.

Table 7.1: MAAIF has better and improved offices and agencies country wide to better serve its clientele

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	12.1	12.5	12.5
	Disagree	8	13.8	14.3	26.8
	Not sure	12	20.7	21.4	48.2
	Agree	20	34.5	35.7	83.9
	Strongly Agree	9	15.5	16.1	100.0
	Total	56	96.6	100.0	
Missing	System	2	3.4		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 51.8% generally agreed that MAAIF has more established agricultural offices and Agencies County wide to better serve its clientele. This implies that MAAIF has agencies - in Kampala and Local Government. However, 26.8% of the total respondents disagreed and 20.7% were not sure.

Government plans to transform the agriculture sector through the following interventions over the next 30 years; invest in the development of all major irrigation schemes in the country; ensure continued investment in technology improvement through research for improved seeds, reform the extension system in the country and collect adequate agricultural statistics (MAAIF report 2007).

7.3   Agricultural extension workers

The study asked respondents whether MAAIF has more agricultural extension workers at district and sub country levels; the results are indicated in table 7.2 below.

Table 7.2: MAAIF has more agricultural extension workers at district and sub-country levels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	10.3	10.5	10.5
	Disagree	4	6.9	7.0	17.5
	Not sure	12	20.7	21.1	38.6
	Agree	26	44.8	45.6	84.2
	Strongly Agree	9	15.5	15.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 61.4% generally agreed that MAAIF has more agricultural extension workers at district and sub-country levels. This implies that MAAIF out sources some of its workers. However, 17.5% of the respondents disagreed and 21.1% were not sure. When interviewed respondents MAAIF apply scientific research in its work, it was discovered that agricultural extensions are done through farmer education.

Personnel employed by agricultural extension service provider organizations (Government and NSAs) deployed to work directly with beneficiaries. Such personnel can be from a range of disciplines including agriculture, agricultural engineering, nutrition, agribusiness and related areas. The field of 'extension' now encompasses a wider range of communication activities.

7.4   Salary Budget allocation

A budget allocation is the amount of funding designated to each expenditure line. It designates the maximum amount of funding an organization is willing to spend on a given item or program, and it is a limit that is not to be exceeded by the employee authorized to charge expenses to a particular budget line.

The study asked respondents whether staff salary budget allocation to MAAIF by the government has increased; the results are indicated in table 7.3 below.

Table 7.3:   Budget allocated to MAAIF for staff salary has increased

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	19.0	19.3	19.3
	Disagree	16	27.6	28.1	47.4
	Not sure	12	20.7	21.1	68.4
	Agree	13	22.4	22.8	91.2
	Strongly Agree	5	8.6	8.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 47.4% generally disagreed that budget allocated to MAAIF by the government has increased. This implies that the government does not invest a lot in agriculture. However, 31.6% of the respondents agreed and 20.7% were not sure. Budgetary allocations are integral components to an annual financial plan, or budget, of all organizations. They indicate the level of resources an organization is committing to a department or program. Without allocation limits, expenditures can exceed revenues and result in financial shortfalls.

7.5   Effort to give Training to workers

The study asked respondents whether MAAIF has currently put in more effort to give them better training. The results are indicated in table 7.5.

Table 7.4: MAAIF has currently put in more effort to ensure its staff receive training related to their work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.4	3.5	3.5
	Disagree	9	15.5	15.8	19.3
	Not sure	10	17.2	17.5	36.8
	Agree	33	56.9	57.9	94.7
	Strongly Agree	3	5.2	5.3	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 63.2% generally agreed that MAAIF has currently put in more effort to ensure they receive training related to their work. However, 19.3% of the total respondents disagreed and 17.2% were not sure. According MAAIF report (2015), many staff have been given training related to the control of diseases, pests and vectors interventions in the first outcome area of the Agriculture Sector Strategic Plan 2015/16 - 2019/20. This is aimed at reducing the prevalence of production and trade sensitive diseases, creating orderly Livestock, crop and fisheries marketing protocols by improving the public sanitary and phyto-sanitary standards to ensure that value-addition to products do not transmit pests and diseases.

7.6 Employee efficiency and effectiveness

The study asked respondents whether almost all employees in MAAIF endeavor to be efficient and effective while performing their duties; the results are indicated in table 7.6 below.

Table 7.5:Almost all employees in MAAIF endeavor to be efficient and effective while performing their duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.7	1.8	1.8
	Disagree	10	17.2	17.5	19.3
	Not sure	13	22.4	22.8	42.1
	Agree	26	44.8	45.6	87.7
	Strongly Agree	7	12.1	12.3	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 57.9% generally agreed that almost all employees in MAAIF endeavor to be efficient and effective while performing their duties this implies that employees of MAAIF perform high when executing their jobs. However, 19.3% of the respondents disagreed and 22.8% were not sure.

Managers of MAAIF plan their work. It should be noted that Planning means setting performance expectations and goals for groups and individuals to channel their efforts toward achieving organizational objectives. Getting employees involved in the planning process will help them understand the goals of the organization, what needs to be done, why it needs to be done, and how well it should be done.

7.7   Supporting value addition of the Primary processing of the national priority

The study asked respondents whether the ministry has continued to intensify its efforts to support value addition of the Primary processing of the national priority and strategic commodities; the results are indicated in table 7.8.

Table 7.6: The ministry has continued to intensify its efforts to support team and research work related to value addition of the Primary processing of the national priority and strategic commodities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	12.1	12.3	12.3
	Not sure	11	19.0	19.3	31.6
	Agree	34	58.6	59.6	91.2
	Strongly Agree	5	8.6	8.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 68.4% generally agreed that the ministry has continued to intensify its efforts to support value addition of the Primary processing of the national priority and strategic commodities like maize, beans, cassava, rice, bananas, cotton, coffee, tea, fish, milk, meat, etc. This implies that there more production of cereal crops in the country. However, 12.5% of the respondents disagreed and 19% were not sure. Resources should be allocated to implement the commodity approach strategy. The PMG budgets/work plans for FY 2017/18 should specifically indicate how the district(s) will promote the production of the priority commodities. The zoning strategy should guide the districts (regions) on the appropriate commodities per individual district.

7.8   Increase in the number of better educatedstaff

The study asked respondents whether the number of better educated staff serving in MAAIF has recently increased; the results are indicated in table 7.9 below.

Table 7.7. The number of relevantly educated staff serving in MAAIF has recently increased

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.2	5.3	5.3
	Disagree	1	1.7	1.8	7.0
	Not sure	6	10.3	10.5	17.5
	Agree	33	56.9	57.9	75.4
	Strongly Agree	14	24.1	24.6	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 82.5% generally agreed that the number of relevantly educated staff serving in MAAIF has recently increased. However, 7% of the respondents disagreed and 10.3% were not sure. When interviewed on how MAAIF recruits its staff, it was discovered that it now more keen on recruitingrelevantlyqualified candidates from different universities. Huselid, (2005) argues that, having experience doesn't mean having skills or qualifications. Therefore, the management of MAAIF should not only consider working experience when recruiting employees but rather more relevant qualifications and skills, because one can have the skills to do the job better than an individual with high working experience.

7.9   Betterworking environment of staff

The study asked respondents whether there is improvement in the working environment of staff in the ministry; the results are indicated in table 7.10 below.

Table 7.8: There is improvement in the staff working environment in the ministry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.7	1.8	1.8
	Disagree	7	12.1	12.3	14.0
	Not sure	11	19.0	19.3	33.3
	Agree	32	55.2	56.1	89.5
	Strongly Agree	6	10.3	10.5	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 66.6% generally agreed that there is improvement in the working environment in the ministry. However, 14% of the respondents disagreed and 19% were not sure. According to Obong (2008), many organizations better working environment to improve staff retention. According to Fitzgerald, (2009) a better working environment is essential for an organization's success.

7.10   Promotional Levels of staff

The study asked respondents whether there are increased staff promotions at MAAIF. The results are indicated in table 7.11.

Table 7.9: There are increased staff promotion to other levels in the ministry.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.4	3.8	3.8
	Disagree	7	12.1	13.5	17.3
	Not sure	14	24.1	26.9	44.2
	Agree	25	43.1	48.1	92.3
	Strongly Agree	4	6.9	7.7	100.0
	Total	52	89.7	100.0	
Missing	System	6	10.3		
Total		58	100.0		

Source: Primary Data

According to the table above, majority of the respondents 55.8% generally agreed that there are increased staff retention levels at MAAIF.

This implies that MAAIF has strategies it follows to retain its staff. However, 17.3% of the respondents disagreed and 26.9% were not sure. When interviewed the respondents the strategies used to retain staff at MAAIF, it was discovered that MAAIF adequately rewards its employees, training is carried out at the ministry (internally) and externally.

Whitener, (2001) contends that, a job advert with satisfying motivators will attract a pool of competent individuals to apply for a specific job, hence filing the organization with competent employees who are skilled. Therefore, for MAAIF to ensure high performance, it should align it motivating factors the job tasks, content so as to satisfy its employees.

CHAPTER EIGHT

TOWARDS SUCCESSION PLANNING AND STAFF RETIREMENT

8.1   Introduction

This chapter concentrates on ways towards harmonization of Succession Planning and Staff retirement in the Public Sector in Uganda; Focusing on Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).

8.2   Staff Succession planning at MAAIF

According to Robert Fulmer (2009:2) the demand for effective managers continues to grow; the retirement of baby boomers is producing a sharp decline in the ranks of available personnel. In addition, the executives of the future are expected to be more sophisticated in order to develop and lead new global and technological initiatives. For these reasons, careful planning for the eventual replacement of managers at all levels in organizations has gained strategic importance.

According to the study results, employees of MAAIF know that succession recruitment processes in MAAIF begin internally and critical staff is aware. Hall (1986) asserts that, it is important to know that, when there is an opening in an organization, it is always very important for the human resources department to check inwardly if there is any existing staff that can succeed perfectly into that position and if none.Internal recruitment designs are critical for succession planning to work.

Identifying employees who are interested in career mobility and advancement is critical because organizations that identify employees on their own without taking into consideration employee goals are simply setting themselves up for disaster by counting on every employee to be interested in promotional opportunities (Brady et al., 1982; pg.37).

According to the study results, MAAIF always carries out planned staff development programs.

Staff development of current and potential leaders is now considered to be an essential element of succession plans (Friedman et al., 1998; Leibman et al., 1996).

However, it is not only the responsibility of the organization; it is the dual responsibility of both the organization and the individual employee. From the organization's perspective, staff development ensures a match between the career plans, interests and capabilities of individual employees and specific organizational opportunities. Staff development processes need to provide the opportunities to develop the leadership capabilities of potential leaders. Development opportunities also need to be provided to ensure that current leaders continue to develop the leadership capabilities that will be required to meet future organizational goals.

According to the study results above, potential successors undergo special courses in institutions of learning. Huselid, (2006) asserts that, Training is very vital in any company or organization that aims at progressing.

Training simply refers to the process of acquiring the essential skills required for a certain job. It targets specific goals, for instance understanding a process and operating a certain machine or system. Career development, on the other side, puts emphasis on broader skills, which are applicable in a wide range of situations. This includes decision making, thinking creatively and managing people.

According to the results above, there are no special arrangements within the ministry where departing officers are asked to transfer knowledge to potential successors. MAAIF embraces induction in the succession planning process by developing induction programs for their successors or new employees. Employees can be inducted both on the new responsibilities in the new position and/or the whole organizational set up (Berzon et al., 2006). A well thought-out induction program can help ensure that the impressions of the new employee or successor are positive and that the staff member is able to settle comfortably and quickly into his or her new job or responsibilities (Houran and Repert, 2007). Generally it is useful to pace the induction activities so that the staff member is not overwhelmed on the first day but rather overtime the employee will need to have received most of the necessary information and support.

Induction is responsible in ensuring that when an expert leaves the organization either through retirement, job mobility or otherwise, the organization does not lose the organizational knowledge and so the organization should ensure that the departing officer will induct the incoming officer which will lead to knowledge transfer (Ackermann, 2009).

According to the study results above, it was discovered the supervisors discusses with them about their career path. Mathews (2001) further affirmed when he stated that a candidate may be suitably qualified for a specific job by meeting competency criteria/inherent requirements of the job by virtue of any one or any combination of that candidate's: formal qualifications; prior learning; relevant experience; or capacity to acquire, within a reasonable time, the ability to do the job.According to Ackermann (2009), the agency managers should also enhance individual staff member's career development by: acting as a coach and counsellor; providing feedback on individual performance; providing information on future opportunities in the organisation; and supporting individuals that are examining their career goals and plans. They can also support by being a resource and source of ideas for development options; acting as a sounding board; and setting realistic expectations. Indeed according to Peak (1997); and Vancil (1987) agree that, it remains the Primary responsibility of the incumbent to produce a qualified successor candidate.

The study found out that staff development programmes address gender balance by MAAIF. According to Gerald N. et al, (2011-09-08), Equal opportunity is a stipulation that all people should be treated similarly, unhampered by artificial barriers or prejudices or preferences, except when particular distinctions can be explicitly justified. Brock, (2010), asserts that, "an equal chance to compete within the framework of goals and the structure of rules established." The idea is to remove arbitrariness from the selection process and base it on some "pre-agreed basis of fairness, with the assessment process being related to the type of position," and emphasizing procedural and legal means.

Therefore, the management of MAAIF should train its recruiters to provide them with the necessary skills and qualifications necessary to equitably recruit the best candidates forthe job. Recruitment procedures should be followed. They should be strictly monitored to ensure equal treatment of the applications.

8.3 Movement of staff serving in critical positions

According to Gerald et al, (2011-09-08), Equal opportunity is a stipulation that all people should be treated similarly, unhampered by artificial barriers or prejudices or preferences, except when particular distinctions can be explicitly justified. From the study results above, it was discovered that not every staff is given equal opportunity to serve in a critical position. Brock, (2007), asserts that, "an equal chance to compete within the framework of goals and the structure of rules established."

According to Aaker (2008:p.6), all job applicants, employees, members and clients should receive equal treatment regardless of sex, marital status, race, colour, nationality, ethnic or national origins, religion, age, disability or sexual orientation. Therefore, MAAIF should train its recruiters to provide them with the necessary skills and qualifications necessary to equitably recruit the best candidates for the job. Recruitment procedures should be followed.

From the study results above, it was discovered that all staff moved to critical positions are given training to handle duties in those positions. This implies that MAAIF trains its employees on critical issues. Succession planning is the process of reviewing the agency for leadership talent, identifying possible successors, and then providing those individuals with the training, mentoring, and support they need to prepare themselves for critical roles within the organization when vacancies occur (Rothwell and William, 2000; pg.92). Succession planning is often associated primarily with the chief executive's position, but it is also essential to identify and prepare leadership at all levels of the organization because having a succession plan at every leadership level ensures that no matter what the personnel change, there will be experienced and trained personnel to step into leadership positions.

For this reason, leadership development for staff is critical for an agency of any size and this can be done in several way such as: encouraging and providing leadership training for command staff and line supervision; on-the-job training in special-duty assignments; in-service situational leadership training; courses on budgets, computer skills, writing, and instructor training; and mentoring staff by discussion, training, and formal presentations (Leibman et al., 1996).

According to the study results above, it was discovered that movement to critical positions in MAAIF is always political. This implies that managers only promote those they are related to both politically and by blood. According to Banjoko (2008) most of the employees in MAAIF are relatives and friends to the managers. Friends and family may already be familiar with the company and how it works the organization wouldn't need to spend as much time training new employees with the aims of the company. However, a friend or family member may take advantage of their status, knowing that it is more difficult to fire someone who is close to the company. MAAIF should consider the competencies, qualifications and skills of the applicants. This will enable the company to possess employees who are highly skilled, hence enabling it to earn a lot of profits and thus enhancing development of the company.

From the study results above, it was discovered that qualified and competent staff are the only ones moved to critical positions.

MAAIF offers attractive opportunities to handworkers and competent employees so as to retain them. It is important for all organization to put together efforts to retain their top talent and ensure leadership for the future. Thorpe (2008) highlighted that the foremost concern weighing on the minds of today's human capital executives is the maintenance of a highly talented workforce, specifically through hiring and retaining the individuals they need to run their organizations in a superior fashion. MAAIF should plan for her future labour needs due to the numerous factors such as; changing demographics, an aging workforce, changing employment models, global sourcing for new workforce members, and a potentially improved hiring climate.

According to the study results above, it was discovered movement or transfer of staff is transparent.

This implies that employees are informed of the available positions and all the recruitment process. The organization considers its employees before considering outside competent applicants. It should be noted that. Effective communication helps us better understand a person or situation and enables us to resolve differences, build trust and respect, and create environments where creative ideas, problem solving, affection, and caring can flourish.

MAAIF should effectively inform its employees on the training opportunities, so as to equitably train its employees and to minimize the level of organizational conflicts in the Organization.

From the study results above, it was discovered that employees are satisfied that the staff that serves in critical positions knows exactly what they do. MAAIF continuously equips its employees with the necessary skills needed. According to Armstrong et al, (2010), training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Therefore, continuous professional development so as to ensure high quality performance of employees, according to Buoziute et al, (2009)

According to the study results above, there is consistent administration and management of staff serving in key positions. MAAIF clearly defines the jobs of the employees, Assignment of Duties to Subordinates: Armstrong asserts that before the actual delegation of authority, the delegator must decide on the duties which he wants the subordinate or the group of subordinates to perform. Here, the manager lists the activities to be performed along with the targets to be achieved, and the same is spelled out to the subordinates. Thus, in the first stage, the duties are assigned to the subordinates as per their job roles. At the stage of transfer of Authority to perform the duty, an adequate authority is delegated to the subordinate which is essential to perform the duty assigned to him. A manager must make sure; that authority is strictly delegated just to perform the responsibility, as more authority may lead to its misuse by the subordinate.

According to the study results staff serving in critical positions can make strategic decisions. In the case of delegation, the principal incurs a cost because the agent is biased: the preferences of the agent are different from the principal's preferences.

Gautier and Paolini (2007) use a two-period model, with one decision on a project in each period. The agent has information that is valuable for decisions in both periods.

8.4 Monitoring and evaluating the implementation of succession strategies

According to the study results above, at MAAIF there is a policy for recognizing and rewarding better performers in the ministry.

This implies that proper guidelines are followed when motivating employees at MAAIF. Robbins et al (2008) assert that an effective and adequate compensation system can help attract and retain competent and talented employees who can help the organization accomplish its mission and goals and the compensation system had been shown to have an impact on its strategic performance. Therefore, the MAAIF should adequately reward its employees so as to motivate them and enable them retain their jobs. According to Herzberg inadequate salaries are a de-motivator and this prevents motivators from encouraging good performance.

According to Mbabaziet,al (2009), a performance appraisal (PA) is a method by which the job performance of an employee is documented and evaluated.

Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations. From the study results above, it was discovered that MAAIF does not appraise its employees when offering high positions. According to Huselid, (2006), "Employee training and development are crucial components in helping an organization achieve strategic initiatives". It has been argued that for Performance Appraisal system to truly be effective, post-appraisal opportunities for training and development in problem areas, as determined by the appraisal, must be offered. Performance Appraisal system can especially be instrumental for identifying training needs of new employees. Performance Appraisal system can help in the establishment and supervision of employees' career goals.

Each job should have a written job description and person specification. These should be reviewed every time a vacancy occurs to ensure that they remain relevant and flexible; including making reasonable adjustments should people with disabilities apply (Schmidt et al 2007).

According to the study results above, all work done by staff in critical positions is guided by a policy. When an employer first hires a new recruit, the new employees' contracts of employment are typically match their job descriptions and specifications. According to Schmidt et al (2007), it is important to modify a job specification because the outcome of hiring an employee is majorly depends on the available job description.

It's an issue that affects all employers, large and small alike. Therefore, the management of MAAIF should modify the job specifications so as to line the job roles with the available job vacancy.

A promotion is the advancement of an employee's rank or position in an organizational hierarchy system. According to the study results above, it was discovered that many staff serving in key positions in MAAIF have also been promoted to higher positions.

MAAIF considers its employees before considering outside competent applicants. According to Dubois, et al (2006), like a detailed business plan, the bank succession strategies should identify how each job is filled, the process for each promotion and the qualities of each employee required for those positions. It should also list training requirements and opportunities for staff development.

According to Armstrong et al, (2010), training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. According to the study results above, it was discovered that staff serving in key positions are given appropriate training to serve in that particular position.

MAAIF trains its employees in relation to performance. Therefore, continuous professional development so as to ensure high quality performance of employees, it should be noted that, continuous training equips employees with skills, which enable them carry on organizational activities effectively and efficiently according to Buoziute et al, (2009).

TESTING HYPOTHSIS

In order to establish whether there is no relationship between succession planning and Management of staff retirement at MAAIF, a Multiple Regression was used.

In testing the hypothesis of whether Succession planning has significantly ensured staff retirement at MAAIF, three independent variables (staff succession planning, staff movement and monitoring and evaluation of implementation of succession strategies) were tested against staff retirement.

The hypothesis was tested with a multiple regression analysis; the model summary below shows that the *R square* tells that 38.9% of the observed variability in staff retirement is explained by the three independent variables. *R =62.4* is the correlation coefficient between the observed value of the dependent variable and the predicted value based on the regression model. A value close to zero tells that the independent variables are not linearly related to the dependent variable. The observed value of 0.38.9 is quite small, indicating that the linear regression model fairly fits well. The Adj. R^2 (0.371) is the proportion of the variability in the dependent variable explained by the linear regression.

Table 8.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624[a]	.389	.371	.50612

a. Predictors: (Constant), staff succession plan, staff movement, and
monitoring and evaluation of implementation of succession strategies.

Source: Primary Data

The analysis-of-variance (ANOVA) table 8.2 below was used to test the equivalent null hypothesis, the F = 21.839, p<0.0005 the null hypothesis that there is no linear relationship between staff retirement and the three independent variables was rejected. Meaning at least one of the population regression coefficients is not zero. This statistics means that a unit change in the three independent variables causes a unit change in staff retirement in MAAIF.

Table 8.2ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.783	3	5.594	21.839	.000[a]
	Residual	26.384	55	.256		
	Total	43.167	58			

a. Predictors: (Constant), staff succession plan, staff movement, and monitoring and evaluation of

implementation of succession strategies

b. Dependent Variable: Staff retirement.

Source: Primary Data

The regression matrix below tests that the independent variable is more important to the dependent variable.

The results show that; two independent variables (staff succession plan, staff movement) have a significant relationship with staff retirement. This is so because their Betas are twice larger than the corresponding standard errors. However, the most important independent variable to staff retirement is monitoring and evaluation of implementation of succession strategiesβ= (0.461, p<0.0005) and t-statistic = 4.982, p<0.0005. Any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable.

Table 8.3Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.770	.330		2.333	.022
	Staff succession plan	.219	.108	.192	2.032	.045
	Staff movement to serve in critical positions.	.102	.114	.078	.899	.371
	Monitoring and evaluation of implementation of succession strategies.	.445	.089	.461	4.982	.000

a. Dependent Variable: Staff Retirement.

Source: Primary Data

It is important to note that Succession planning alone may not be a solution to enhancing staff retirement. However, good and appropriate succession planning practices help in channeling an organisation to better its staff retirement efforts.

CHAPTER NINE

SUMMARY, CONCLUSION AND RECOMMENDATION

9.1   Introduction

This chapter presents the summary of findings and conclusions derived and drawn from the research after having presented, analyzed and discussed the findings of the study.

9.2   Summary

This study focused on Succession Planning and Management of staff retirement in the Public Sector in Uganda: a case study of ministry of agriculture, animal industry and fisheries (MAAIF). A sample of 58 respondents was considered when analyzing this study. The methodology used in this study was both qualitative and quantitative. The questionnaire, interview, were the major tools of Data collection. SPSS (scientific package for social science) was used to analyze the Data collected.

Staff succession plan at MAAIF

The study found out that employees are aware that a succession plan exists at MAAIF although it is not documented. This is as per the results in table 4.1 were 40.4% of the respondents agreed.

The study found out that all movements of staff are not well planned and in case of any movement or departure from MAAIF, the possible successors are informed to prepare in time and in Technical Departments; staff are rarely rotated. This is proved by results in table 4.4 were 46.6% of the respondents disagreed,

The study found out that consultations are not made among staff for intended recruitment of the successor. This is proved by the results in table 4.5 were 52.6% of the respondents disagreed.

The study found out that there are no special arrangements within the ministry where departing officers are asked to transfer knowledge to potential successors. This is proved by 55.2% of the total respondents who disagreed.

Employees can be inducted both on the new responsibilities in the new position and/or the whole organizational set up (Berzon et al., 2006). The study found out that the supervisor discusses with employees about their career path. This is proved by 55.1% of the respondents who agreed,

Movement of staff to serve in critical positions

The study found out that there are numerous critical positions in the ministry. This is proved by 75.8% of the respondents who agreed as indicated in table 5.1.

The study found out that every staff is not given equal opportunity to serve in a critical position. This is proved by 46.6% of the respondents who disagreed 26.8% of the total respondents agreed and 27.6% were not sure as indicated in table 5.2.

The study found out that staff is not willingly rotated to key critical positions. This is proved by 48.3% who disagreed, 25.8% agreed and were not sure respectively as indicated in table 5.3.

The study found out staff in critical positions are given considerable time to serve in those positions. This is proved by 55.2% of the respondents who disagreed as indicated in table 5.9. MAAIF considers service delivery and performance when considering retaining an employee in a given office.

The study found out that the staff that serves in critical positions knows exactly what they do. This is proved by 48.3% of the respondents who agreed. MAAIF continuously equips its employees with the necessary skills needed.

Monitoring and evaluating the implementation of succession strategies
The study found out that a good performance appraisal is important for getting promotion for the key positions in MAAIF. This is as indicated in table 6.2 where 59.6% of the respondents generally disagreed. This implied that MAAIF does not appraise its employees when offering high positions.

The study found out that MAAIF does not have a specific committee in place for monitoring staff in critical positions. This is proved by 60.4% who generally disagreed as indicated in table 6.3. This implied that the employees put in critical positions are not supervised since they are decision makers.

The study found out that at MAAIF when staff delegates duties, delegates are not fully handed all the instruments to handle the delegated duty. This is proved by 35.1% who generally disagreed in table 6.9. This implies that MAAIF employees lack the necessary instruments to run their offices effectively.

The study found out that potential successors are not taken through job rotations to acquaint then to the responsibilities of the concerned office(s). This is proved by 43.9% who generally disagreed in table 6.10. This implied that employees are moved from desk to desk to enable them acquire more skills.

Conclusion

The matter of the fact is that surviving and prospering in the current challenge environment require reviewing the succession planning and management in the organizations by managers before reactively promoting or shedding staff.

Since succession planning and management of staff retirement is a process and a system, like any other human resource activities it need to be properly implemented in business organizations. As pointed by the researches in the review, there are benefits and returns achieved by firms that had implement successful succession planning and management. Those organizations that already have a succession planning and management program in place must focus on overcoming their exclusive obstructions to a best practice system.

Those organizations which do not presently invest in succession planning and management system should perhaps consider it seriously; assessing the needs, requirements, and appropriateness of implementation.

This paper could not present all researches in the area, but provides a general view of succession planning and management.

The important researches in succession planning have been reviewed, and the process of development of succession planning can be followed and tested.

However, we cannot point out a single model for all types of organizations, as each research topics which were reviewed can be tested in different organizational settings. The process, steps of implementation, and factors which influence in or affected by succession planning need to be analyzed in various types of organization with different jobs, responsibilities and cultures.

Recommendations

MAAIF should develop succession planning strategies annually or monthly to enable employees develop and maintain new skills and techniques on how to carry on their jobs well.

MAAIF should put in place a succession plan policy that critically draws clear plans of phasing out or withdraw of staff (retirement) from key positions. The plan should clearly and strategically fill the gap when an existing member of staff leaves the organisation.

MAAIF should plan to appraise and evaluate its employees. Within their new positions, specific tests should be given to employees so as to examine the relevance of their skills in the new positions.

MAAIF Should plan and budget for rotation or movement of staff,Particular emphasis should be put to rotation of staff. This is because staff movement to different departments or within the same department may involve a lot of money. It is not a good indicator of prudent financial management, if the ministry opted for a supplementary budget to further its employee rotation activities.

MAAIF should have clear policies on monitoring and evaluating its employees. This will ensure value for money and advance accountability. An evaluation andmonitoring plan should be developed and implemented by the concerned stakeholders. There should also be a tool to monitor and evaluate staff serving in critical positions in MAAIF.

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APPENDICES

Appendix I: Questionnaire

To be filled by staff of Ministry of Agriculture, Animal Industry and Fisheries.

Dear Respondent,

My name is Dr. Oree Samuel, I am conducting research on a topic"Succession planning and staff retention in the Public Sector in Uganda: A case study of Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)".

I am requesting you to participate and contribute to this study by sparing a few minutes of your time to fill in this questionnaire. It's purely an academic research and all the information given will be handled with confidentiality. Thank you for accepting to contribute to this study.

Please tick an option that corresponds to your answer.

SECTION A: ABOUT THE RESPONDENT

1.   Tick your Sex

Sex		Tick
1	Male	
2	Female	

2.   Highest level of education attainment.

Education level		Tick
1	O level certificate	
2	A-Level certificate	
3	Diploma	
4	Bachelor's degree	
5	Master's Degree	
6	PhD	
7	Others (Please specify	

3. What is your marital status?

Marital Status		Tick
1	Single	
2	Married	
3	Separated	
4	Divorced	
5	Widow(er)	
6	Other (Specify)	

4. Tick your age (in years)

Age		Tick
1	25-30 Years	
2	31-36 Years	
3	37-42 Years	
4	43-47 Years	
5	48-52 Years	
6	53-57 Years	
7	58-63 Years	
8	64 Years and above	

5. Department deployed

Department currently Deployed		Tick
1		
2		
3		
4		
5		

6. How long have you worked with MAAIF?

	Years of service	Tick
1	Less than 1 Year	
2	1-3 Years	
3	4-6 Years	
4	7-9Years	
5	10-12 Years	
6	Over 13 years	

For each of the statements in the subsequent sections B, C, D and E below, indicate your level of agreement or disagreement by ticking one of the given statements using the following 5 point Scale:

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree				
1	2	3	4	5				
SECTION B: STAFF SUCCESSION PLANAT MAAIF								
No	Question	Response						
		1	2	3	4	5		
7.	I am aware that a succession plan exists at MAAIF							
8.	I know that succession Recruitment processes in MAAIF begin internally, and critical staff are aware.							
9.	All movements of staff are well planned and in case of any movement or departure of employee from MAAIF, the possible successors are informed to prepare in time.							
10.	Consultations are made among staff for any intended recruitment of the successor.							
11.	The appointed successors are always chosen (recruited) on merit to fill the exact left gaps by the departing officer.							
12.	The selection process of suitable successor(s) is always transparent.							

		1	2	3	4	5
13.	There is a clear process to help selected successors settle well in the new offices.					
14.	The selected successors stay in acting capacity for more than a year before being confirmed.					
15.	MAAIF always carries out planned staff development programs.					
16.	Potential successors undergo special courses in institutions of learning.					
17.	There are special arrangements within the ministry where departing officers are asked to transfer knowledge to potential successors.					
18.	My supervisor has discussed with me about my career path.					
19.	Staff development programmes address gender balance by the ministry.					
	SECTION C: MOVEMENT OF STAFF TO STAFF SERVE IN CRITICAL POSITIONS.					
20.	There are numerous critical positions in the ministry.					
21.	Every staff is given equal opportunity to serve in a critical position					
		1	2	3	4	5
22.	Staff are willingly rotated to key or critical positions					
23.	All staff moved to critical positions are given training to handle duties in those positions.					
24.	Movement to critical positions in MAAIF is always political					
25.	Qualifiedand competent staff are the only moved to critical positions					
26.	Movement or transfer of staff is transparent					
27.	Staff in critical positions are given considerable time to serve in those positions.					

28.	I am satisfied that staff that serve in critical positions know exactly what they are doing.					
29.	There is consistent administration and management of staff serving in key positions					
30.	Staff serving in critical position can make strategic decisions.					
31.	Staff in high ranking positions are involved in policy development and reviews					
	SECTION D: MONITORING AND EVALUATING THE IMPLEMENTATION OF SUCCESSION STRATEGIES AT MAAIF.					
32.	At MAAIF, there is a policy for recognizing and rewarding better performers in the ministry.					
33.	A good performance appraisal is important for getting promotionto the key position in the MAAIF.					
34.	MAAIF has a specificcommittee in place for monitoring staff in critical positions.					
35.	There is a clear reporting procedure for staff in critical positions.					
36.	All work done by staff in critical positions is guided by policy					
37.	Periodic performance reports are written and presented by the serving officers in key positions.					
38.	Many staff serving in key positions in MAAIF have also been promoted to higher positions.					
		1	2	3	4	5
39.	Staff serving in key positions are given appropriate training to serve in that particular position.					
40.	At MAAIF, when staff delegateduties,delegates, are fully handed all the instruments to handle the delegated duty.					
41.	Potential successors are taken through job rotations to acquaint them to the responsibilities of the concerned office(s).					

	SECTION E: STAFF RETIREMENT AT MAAIF.				
42.	MAAIF now has better and improved offices country wide to better serve its clientele.				
43.	MAAIF has more agricultural extension workers at district and sub-county levels.				
44.	The salary budget allocated to MAAIF staff by the government has increased.				
45.	MAAIF has currently put in more effort to ensure its staff receive more training related to their work.				
46.	Almost all managers of MAAIF have computers and endeavor to be efficient while performing their duties.				
47.	MAAIF has increased water supply through setting up more medium and large community irrigation schemes.				
48.	The Ministry has continued to intensify its efforts to support staff teamwork related to Primary processing of the national priority and strategic commodities like maize, beans, cassava, rice, bananas, coffee, tea, fish, meat, cotton, etc.				
49.	The number of better educated staff serving in MAAIF has recently increased.				
50.	There is improvement in the working environment in the ministry.				
51.	There is increased staff promotion levels at MAAIF.				

Once more, thank you for your time.

Appendix II: Interview Guide

Dear respondent,

My name is Dr. Oree Samuel, I am conducting research on a topic "Succession planning and staff retention in the Public Sector in Uganda: A case study of Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)".

I am requesting you to participate and contribute to this study by sparing a few minutes of your time to attend this interview. It's purely an academic research and all the information given will be handled with confidentiality. Thank you for accepting to contribute to this study.

STAFF SUCCESSION PLAN AT MAAIF

1. Does MAAIF have a human resources/workforce succession plan? If so what are some of the elements of the plan? If not, are there plans on succession planning?

2. Are appointed successors recruited on merit to fill the gaps left by the departing officer?

3. What is your comment on the selection process of suitable successors?

MOVEMENT OF STAFF TO SERVE IN CRITICAL POSITIONS

1. Every staff is given equal opportunity to serve in a critical position

2. Do your staff get willingly rotated to critical positions

3. Do staff moved to critical positions get training to handle duties in those positions?

4. We have heard that movement to critical positions in MAAIF is always political. What is your comment on that?

5. What do you have to say about the fact that "There is consistent administration and management of staff serving in key positions"?

MONITORING AND EVALUATING IMPLEMENTATION OF SUCCESSION STRATEGIES AT MAAIF.

1. Does MAAIF have a specific committee to monitorperformance of staff in critical positions? How does this work?

2. Comment on the reporting procedure for staff in critical positions.

3. What is your comment on application of policy as guiding documents for work performed by high ranking staff?

4. Explain the nature of performance reports written and presented by serving officers in key positions.

Appendix III: Discussion Guide

Dear respondent,

My name is Dr. Oree Samuel, I am conducting research on a topic "Succession planning and staff retention in the Public Sector in Uganda: A case study of Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)".

I am requesting you to participate and contribute to this study by sparing a few minutes of your time to answer these questions. Thank you for accepting to contribute to this study.

STAFF SUCCESSION PLAN AT MAAIF

Does MAAIF have a human resources/workforce succession plan? If so what are some of the elements of the plan? If not, are there plans on succession planning?

MOVEMENT OF STAFF TO SERVE IN CRITICAL POSITIONS

What is your opinion on fact that "There is consistent administration and management of staff serving in key positions"?

MONITORING AND EVALUATING IMPLEMENTATION OF SUCCESSION STRATEGIES AT MAAIF

How does MAAIF monitor and evaluate performance of staff in critical positions?

Appendix IV: Table for Determining Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

Source: *Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.*

Frequencies

Highest level of education attainment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	O level certificate	1	1.7	1.7	1.7
	A level certificate	2	3.4	3.4	5.2
	Diploma	5	8.6	8.6	13.8
	Bachelor's Degree	19	32.8	32.8	46.6
	Master's Degree	30	51.7	51.7	98.3
	PhD	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	34	58.6	58.6	58.6
	Female	24	41.4	41.4	100.0
	Total	58	100.0	100.0	

What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	6	10.3	10.3	10.3
	Married	49	84.5	84.5	94.8
	Widow(er)	2	3.4	3.4	98.3
	Cohabiting	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Age (in years)

		Frequency	Percent	Valid Percent	Cumulative Percent
	25-30 years	7	12.1	12.1	12.1
	31-36 years	12	20.7	20.7	32.8
	37-42 years	15	25.9	25.9	58.6
	43-47 years	4	6.9	6.9	65.5
Valid	48-52 years	4	6.9	6.9	72.4
	53-57 years	10	17.2	17.2	89.7
	58-63 years	5	8.6	8.6	98.3
	64 years and above	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Department Deployed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Department of crop production	6	10.3	10.3	10.3
	Department of Crop protection	3	5.2	5.2	15.5
	Department of crop inspection and certification	4	6.9	6.9	22.4
	Department of Animal Health	11	19.0	19.0	41.4
	Department of animal production	5	8.6	8.6	50.0
	Department of Entomology	3	5.2	5.2	55.2
	Dept of Agric management and development	1	1.7	1.7	56.9
	Department of fisheries control, regulation & quality assura	2	3.4	3.4	60.3
	Dept of Agric extension & extension skills management	5	8.6	8.6	69.0
	Dept of Agric planning and development	5	8.6	8.6	77.6
	Dept of finance & administration	7	12.1	12.1	89.7
	Deprt of Human Resource Management	5	8.6	8.6	98.3
	NARO	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

How long have you worked with MAAIF?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	7	12.1	12.1	12.1
	1-3 years	12	20.7	20.7	32.8
	4-6 years	7	12.1	12.1	44.8
	7-9 years	7	12.1	12.1	56.9
	10-12 years	5	8.6	8.6	65.5
	Over 13 years	20	34.5	34.5	100.0
	Total	58	100.0	100.0	

I am aware that a succession plan exists at MAAIF

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.5	17.5
	Disagree	7	12.1	12.3	29.8
	Not sure	17	29.3	29.8	59.6
	Agree	17	29.3	29.8	89.5
	Strongly Agree	6	10.3	10.5	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

I know that succession recruitment processes in MAAIF begin internally and critical staff are aware

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	15.5	15.5	15.5
	Disagree	12	20.7	20.7	36.2
	Not sure	15	25.9	25.9	62.1
	Agree	21	36.2	36.2	98.3
	Strongly Agree	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

All movements of staff are well planned and in case of any movement or departure of employee from MAAIF, the possible successors are informed to prepare in time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.6	8.6	8.6
	Disagree	22	37.9	37.9	46.6
	Not sure	15	25.9	25.9	72.4
	Agree	15	25.9	25.9	98.3
	Strongly Agree	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Consultations are made among staff for intended recruitment of the successor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.5	17.5
	Disagree	20	34.5	35.1	52.6
	Not sure	17	29.3	29.8	82.5
	Agree	9	15.5	15.8	98.2
	Strongly Agree	1	1.7	1.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

The appointed successors are always chosen (recruited) on merit to fill the exact left gaps by the departing officer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.9	7.0	7.0
	Disagree	9	15.5	15.8	22.8
	Not sure	13	22.4	22.8	45.6
	Agree	26	44.8	45.6	91.2
	Strongly Agree	5	8.6	8.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

The selection process of suitablesuccessor(s) is always transparent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.9	6.9	6.9
	Disagree	6	10.3	10.3	17.2
	Not sure	21	36.2	36.2	53.4
	Agree	22	37.9	37.9	91.4
	Strongly Agree	5	8.6	8.6	100.0
	Total	58	100.0	100.0	

There is a clear process to help selected successors settle well in the new offices/positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	10.3	10.3	10.3
	Disagree	8	13.8	13.8	24.1
	Not sure	21	36.2	36.2	60.3
	Agree	19	32.8	32.8	93.1
	Strongly Agree	4	6.9	6.9	100.0
	Total	58	100.0	100.0	

The selected successors stay in acting capacity for more than a year before being confirmed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	12.1	12.1	12.1
	Disagree	10	17.2	17.2	29.3
	Not sure	13	22.4	22.4	51.7
	Agree	17	29.3	29.3	81.0
	Strongly Agree	11	19.0	19.0	100.0
	Total	58	100.0	100.0	

MAAIF always carries out planned staff development programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.6	8.6	8.6
	Disagree	17	29.3	29.3	37.9
	Not sure	13	22.4	22.4	60.3
	Agree	21	36.2	36.2	96.6
	Strongly Agree	2	3.4	3.4	100.0
	Total	58	100.0	100.0	

Potential successors undergo special courses in institutions of learning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	19.0	19.0	19.0
	Disagree	10	17.2	17.2	36.2
	Not sure	25	43.1	43.1	79.3
	Agree	10	17.2	17.2	96.6
	Strongly Agree	2	3.4	3.4	100.0
	Total	58	100.0	100.0	

There are special arrangements within the ministry where departing officers are asked to transfer knowledge to potential successors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.2	17.2
	Disagree	22	37.9	37.9	55.2
	Not sure	19	32.8	32.8	87.9
	Agree	7	12.1	12.1	100.0
	Total	58	100.0	100.0	

The supervisor has discussed with me about my career path

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.2	17.2
	Disagree	14	24.1	24.1	41.4
	Not sure	10	17.2	17.2	58.6
	Agree	22	37.9	37.9	96.6
	Strongly Agree	2	3.4	3.4	100.0
	Total	58	100.0	100.0	

Staff development programmes address gender balance by the ministry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.2	17.2
	Disagree	10	17.2	17.2	34.5
	Not sure	31	53.4	53.4	87.9
	Agree	6	10.3	10.3	98.3
	Strongly Agree	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

There is numerous critical positions in the ministry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	6.9	6.9	6.9
	Not sure	10	17.2	17.2	24.1
	Agree	26	44.8	44.8	69.0
	Strongly Agree	18	31.0	31.0	100.0
	Total	58	100.0	100.0	

Every staff if given equal opportunity to serve in a critical position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	13.8	13.8	13.8
	Disagree	19	32.8	32.8	46.6
	Not sure	16	27.6	27.6	74.1
	Agree	14	24.1	24.1	98.3
	Strongly Agree	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Staff are willingly rotated to key critical positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	12.1	12.1	12.1
	Disagree	21	36.2	36.2	48.3
	Not sure	15	25.9	25.9	74.1
	Agree	14	24.1	24.1	98.3
	Strongly Agree	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

All staff moved to critical positions are given training to handle duties in those positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	15.5	15.5	15.5
	Disagree	14	24.1	24.1	39.7
	Not sure	20	34.5	34.5	74.1
	Agree	14	24.1	24.1	98.3
	Strongly Agree	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Movement to critical positions in MAAIF is always political

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	15.5	15.5	15.5
	Disagree	11	19.0	19.0	34.5
	Not sure	26	44.8	44.8	79.3
	Agree	6	10.3	10.3	89.7
	Strongly Agree	6	10.3	10.3	100.0
	Total	58	100.0	100.0	

Qualified and complement staff are the only ones moved to critical positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	12.1	12.1	12.1
	Disagree	5	8.6	8.6	20.7
	Not sure	19	32.8	32.8	53.4
	Agree	20	34.5	34.5	87.9
	Strongly Agree	7	12.1	12.1	100.0
	Total	58	100.0	100.0	

Movement or transfer of staff is transparent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.2	5.2	5.2
	Disagree	12	20.7	20.7	25.9
	Not sure	19	32.8	32.8	58.6
	Agree	19	32.8	32.8	91.4
	Strongly Agree	5	8.6	8.6	100.0
	Total	58	100.0	100.0	

Staff in critical positions are given considerable time to serve in those positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.2	5.2	5.2
	Disagree	5	8.6	8.6	13.8
	Not sure	27	46.6	46.6	60.3
	Agree	18	31.0	31.0	91.4
	Strongly Agree	5	8.6	8.6	100.0
	Total	58	100.0	100.0	

I am satisfied that staff that serve in critical positions know exactly what they are doing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.6	8.6	8.6
	Disagree	6	10.3	10.3	19.0
	Not sure	19	32.8	32.8	51.7
	Agree	24	41.4	41.4	93.1
	Strongly Agree	4	6.9	6.9	100.0
	Total	58	100.0	100.0	

There is consistent administration and management of staff serving in key positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.2	5.3	5.3
	Disagree	10	17.2	17.5	22.8
	Not sure	17	29.3	29.8	52.6
	Agree	22	37.9	38.6	91.2
	Strongly Agree	5	8.6	8.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Staff serving in critical positions can make strategic decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.2	5.3	5.3
	Disagree	2	3.4	3.5	8.8
	Not sure	12	20.7	21.1	29.8
	Agree	30	51.7	52.6	82.5
	Strongly Agree	10	17.2	17.5	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Staff in high ranking positions are involved in policy development and reviews

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.4	3.5	3.5
	Disagree	2	3.4	3.5	7.0
	Not sure	5	8.6	8.8	15.8
	Agree	29	50.0	50.9	66.7
	Strongly Agree	19	32.8	33.3	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

At MAAIF, there is a policy for recognizing and rewarding better performers in the ministry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.6	8.9	8.9
	Disagree	10	17.2	17.9	26.8
	Not sure	16	27.6	28.6	55.4
	Agree	15	25.9	26.8	82.1
	Strongly Agree	10	17.2	17.9	100.0
	Total	56	96.6	100.0	
Missing	System	2	3.4		
Total		58	100.0		

A good performance appraisal is important for getting promotion for the key position in the MAAIF

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	10.3	10.5	10.5
	Disagree	6	10.3	10.5	21.1
	Not sure	10	17.2	17.5	38.6
	Agree	28	48.3	49.1	87.7
	Strongly Agree	7	12.1	12.3	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

MAAIF has a specific committee in place for monitoring staff in critical positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.6	8.6	8.6
	Disagree	7	12.1	12.1	20.7
	Not sure	28	48.3	48.3	69.0
	Agree	16	27.6	27.6	96.6
	Strongly Agree	2	3.4	3.4	100.0
	Total	58	100.0	100.0	

There is a clear reporting procedure for staff in critical positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.7	1.7	1.7
	Disagree	3	5.2	5.2	6.9
	Not sure	18	31.0	31.0	37.9
	Agree	29	50.0	50.0	87.9
	Strongly Agree	7	12.1	12.1	100.0
	Total	58	100.0	100.0	

All work done by staff in critical positions is guided by policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.4	3.5	3.5
	Disagree	5	8.6	8.8	12.3
	Not sure	13	22.4	22.8	35.1
	Agree	29	50.0	50.9	86.0
	Strongly Agree	8	13.8	14.0	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Periodic performance reports are written and presented by the serving officers in key positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.7	1.8	1.8
	Disagree	1	1.7	1.8	3.5
	Not sure	12	20.7	21.1	24.6
	Agree	30	51.7	52.6	77.2
	Strongly Agree	13	22.4	22.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Many staff serving in key positions in MAAIF have also been promoted to higher positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.4	3.5	3.5
	Disagree	5	8.6	8.8	12.3
	Not sure	10	17.2	17.5	29.8
	Agree	28	48.3	49.1	78.9
	Strongly Agree	12	20.7	21.1	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Staff serving in key positions are given appropriate training to serve in that particular position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.2	5.3	5.3
	Disagree	9	15.5	15.8	21.1
	Not sure	22	37.9	38.6	59.6
	Agree	21	36.2	36.8	96.5
	Strongly Agree	2	3.4	3.5	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

At MAAIF, when staff delegate duties, delegates are fully handled all the instruments to handle the delegated duty

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	13.8	14.0	14.0
	Disagree	12	20.7	21.1	35.1
	Not sure	20	34.5	35.1	70.2
	Agree	16	27.6	28.1	98.2
	Strongly Agree	1	1.7	1.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Potential successors are taken through job rotations to acquaint them to the responsibilities of the concerned office (s).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	17.2	17.5	17.5
	Disagree	15	25.9	26.3	43.9
	Not sure	18	31.0	31.6	75.4
	Agree	14	24.1	24.6	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

MAAIF has now better and improved Agricultures offices and agencies country wide to better serve its clientele

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	12.1	12.5	12.5
	Disagree	8	13.8	14.3	26.8
	Not sure	12	20.7	21.4	48.2
	Agree	20	34.5	35.7	83.9
	Strongly Agree	9	15.5	16.1	100.0
	Total	56	96.6	100.0	
Missing	System	2	3.4		
Total		58	100.0		

MAAIF has more agricultural extension workers at district and sub-country levels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	10.3	10.5	10.5
	Disagree	4	6.9	7.0	17.5
	Not sure	12	20.7	21.1	38.6
	Agree	26	44.8	45.6	84.2
	Strongly Agree	9	15.5	15.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

The salary Budget allocated to MAAF by the government has increased

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	19.0	19.3	19.3
	Disagree	16	27.6	28.1	47.4
	Not sure	12	20.7	21.1	68.4
	Agree	13	22.4	22.8	91.2
	Strongly Agree	5	8.6	8.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

MAAIF has currently put in place more effort to ensure its staff receive more training related to their work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.9	7.0	7.0
	Disagree	15	25.9	26.3	33.3
	Not sure	20	34.5	35.1	68.4
	Agree	16	27.6	28.1	96.5
	Strongly Agree	2	3.4	3.5	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

MAAIF has currently put in more effort to ensure control of pests, vectors and diseases in both crops and animals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.4	3.5	3.5
	Disagree	9	15.5	15.8	19.3
	Not sure	10	17.2	17.5	36.8
	Agree	33	56.9	57.9	94.7
	Strongly Agree	3	5.2	5.3	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

Almost all managers in MAAIF have computers and endeavor to be efficient and effective while performing their duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.7	1.8	1.8
	Disagree	10	17.2	17.5	19.3
	Not sure	13	22.4	22.8	42.1
	Agree	26	44.8	45.6	87.7
	Strongly Agree	7	12.1	12.3	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

MAAIF has increased water supply through setting up more medium and large community irrigation schemes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.9	7.0	7.0
	Disagree	12	20.7	21.1	28.1
	Not sure	20	34.5	35.1	63.2
	Agree	19	32.8	33.3	96.5
	Strongly Agree	2	3.4	3.5	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

The ministry has continued to intensify its efforts to support teamwork related to the Primary processing of the national priority and strategic commodities like maize, beans, cassava, rice, bananas, cotton, coffee, tea, fish, milk, meat, etc.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	12.1	12.3	12.3
	Not sure	11	19.0	19.3	31.6
	Agree	34	58.6	59.6	91.2
	Strongly Agree	5	8.6	8.8	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

The number of better educated staffserving in MAAIF has recently increased

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.2	5.3	5.3
	Disagree	1	1.7	1.8	7.0
	Not sure	6	10.3	10.5	17.5
	Agree	33	56.9	57.9	75.4
	Strongly Agree	14	24.1	24.6	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

There is improvement in the working environment of the ministry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.7	1.8	1.8
	Disagree	7	12.1	12.3	14.0
	Not sure	11	19.0	19.3	33.3
	Agree	32	55.2	56.1	89.5
	Strongly Agree	6	10.3	10.5	100.0
	Total	57	98.3	100.0	
Missing	System	1	1.7		
Total		58	100.0		

There is increased staff promotion to other levels at MAAIF

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.4	3.8	3.8
	Disagree	7	12.1	13.5	17.3
	Not sure	14	24.1	26.9	44.2
	Agree	25	43.1	48.1	92.3
	Strongly Agree	4	6.9	7.7	100.0
	Total	52	89.7	100.0	
Missing	System	6	10.3		
Total		58	100.0		