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AN ASSESSEMENT STUDY ON THE PRACTICE OF SUCCESSION
PLANNING PROGRAM IN COMMERCIAL BANK OF ETHIOPIA

BY: SOLOMON TEKA

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Advisor : Tariku Jebena (Ph.D.)

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An Assessment Study on the Practice of Succession Planning Program in
Commercial Bank of Ethiopia

BY: Solomon Teka

Approved By:

_____	_____	_____ June 2015
Advisor	Signature	Date
_____	_____	_____ June 2015
Examiner	Signature	Date
_____	_____	_____ June 2015
Examiner	Signature	Date

Declaration

I, Solomon Teka Allabo declare that this research paper entitled “An **Assessment Study on the Practice of Succession Planning Program in Commercial Bank of Ethiopia** ” is my original work, and has not been presented for a degree or diploma in any other university and it is in partial fulfillment to the requirement of the program Masters of Art (MA) Degree in Human Resource Management.

Declared by:

Solomon Teka

Student Signature

May,2015
Date

Statement of Certification

This is to certify that Mr. Solomon Teka has carried out his research paper on the topic entitled “**An Assessment Study on the Practice of Succession Planning Program in Commercial Bank of Ethiopia**” under my supervision.

Tariku Jebena (PHD)

Advisor

May,2015

Date

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ACRONYMS

CBE = Commercial Bank of Ethiopia

SP = Succession Planning

HR= Human Resource

HRD = Human Resource Development

CSM = Customer Service Manager

ABSTRACT

The purpose of this study was to assess the practice of succession planning efforts of Commercial Bank of Ethiopia as perceived by the respondents. To this end, the writer examined the practice of succession planning in light of 8 variables (practical ideal types) namely; top management support, dedicated responsibility, needs driven assessment, professional development opportunities, focused individual attention, extension to all levels of an organization, inclusion in the strategic plan, and unique public sector issues.

A questionnaire was administered to 148 respondents. Moreover, focused interview was made with three managers at different levels. The data collected from questionnaires were analyzed using descriptive and inferential statistics. The findings of the study showed that the descriptive statistics for the overall score of measures of succession planning, i.e. the mean score for all of the items relating to succession planning was 3.71. *This reflects respondents were generally responded positively and hence all the categories of the ideal succession planning model with some degree of gaps were being utilized by the CBE's formal succession plan.*

To find out if the above independent variables (components of succession planning) have association or explaining the succession planning efforts in the context of Commercial Bank of Ethiopia, the result of Pearson correlation coefficient revealed that there was significant positive correlation among the components of succession planning in the bank to the error level of about 0.001, but still with some variation. This suggests the variables employed were practical to examine the succession planning efforts in the bank.

In response to challenges to implementing succession planning, lack of formal mentoring, lack of clarity in selection, lack of awareness among all employees, lack of systematized information, resistance to change, lower expectation in the program, and lack of proper follow up were the major challenges as identified by respondents in the open-end response of the questionnaire as well as in focused interview.

The recommended actions based on the practice include; elements in the practical ideal type categories need to be implemented were establishing formal mentoring, undertaking regular competency requirement assessment, assigning a responsible coordinator in each unit, applying carrier counseling, and utilizing carrier path planning as an incentive. Similarly, the elements that need to be improved include communicating of SP program to all levels, increasing diversity, encouraging participants to submit their own carrier goals, and extend SP program to all levels.

Key words: succession planning, practical ideal types of succession planning,

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Human resource is an essential asset for organizational success in this volatile business environment. However, the survival of an organization tend to be in question if the continuity of leaders succession interrupted due to planned or unplanned loss of knowledge that is critical to the success of the organization.

As part of broader framework of human resource planning, succession planning is defined as an organization wide efforts to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement (Rothwell; 2001).

Succession planning has changed over the past ten years (Aberdeen Group, 2006). It has made progress from replacement planning to a more proactive process that encompasses leadership development throughout all levels within an organization (Bleakley, 2006). To this point, a research studies by Bersin & Associates (2006) pointed out, while more than half of research respondents said their companies implement succession management processes at the most senior executive levels, fewer than 40% said they included mid-level managers and skilled professionals in succession planning initiatives.

Many studies have been undertaken to relate succession planning with other factors. Avanesh(2011), measured succession planning and its impact on organizational performance, and found out that the overall mean percentage of Succession Planning Performance of IT Consultancy firms (72.4%) is found to be higher than that of IT Product/ Research firms (70.4%). A research study by Avanish (2011) revealed that there is a strong positive correlation between strategic planning and succession planning. As

cited in Nassor (2013), Chepkwony (2012), examined talent management practices and the extent to which talent management is linked to succession planning and business strategy among banks that operate in Kenya.

Organizations ensure the continuity of talent pool through internal resourcing as well as external hiring. A research study by Right Management (2010) found out that more than 50 percent of companies cannot immediately name a successor to their CEO should the need arise. Though these strategies have their own pros and cons, succession plans must integrate both internal and external recruitment with internal development for their effectiveness (Hills, 2009).

Currently succession planning is viewed as a process than an event. Most literatures reveal that succession planning has six processes. These are identification of key/critical positions, determination of competencies, identification of high potential employee, learning and development plans, and implementation and evaluation (Georgia Merit System, 2005).

Based on reviews of literatures, there are many models or conceptual frame works in relation to succession planning. This research expands on the practical ideal type conceptual framework for succession planning developed by Sharon Ley (2002). The practical ideal type which considered as elements of successful succession plan helps to examine the practice of succession planning programs in an organization. These include top management support, needs driven assessment, formal professional development opportunities, focused on individual attention, dedicated responsibility, extends to all levels of organization, part of strategic plan, and unique public sector issues.

Succession Planning is an emerging concept used interchangeably with succession management with some distinctions. Regarding the Ethiopian case, though difficult to find studies in the area, the formal succession planning programs is at an infant stage. Likewise, CBE has introduced succession planning as an initiative since 2012.

The Commercial Bank of Ethiopia (CBE), is leading state bank in the country, has been undertaking structural reform program in response to competitive nature of banking industry, the current economic process, and other factors. Succession planning as a tool is designed to supports the strategic initiative of the bank not only to be the leading bank in the country but also a world class bank in the world.

The main purpose of this paper is to assess the practice of succession planning at CBE to those of the practical ideal types. Moreover, this study aim at comparing the current succession planning practices utilized at CBE to global best practices in order to make recommendations for improvement. Finally, it will attempt to identify major challenges and lesson learned. For this purpose, an attempt was made to use a descriptive method that utilizes questionnaires to gather relevant data for analysis in the study. Moreover, focused interview was made to this end.

1.2. Statement of the Problem

Today, organizations have recognized the importance of succession planning for its positive contribution. According to Aberdeen's (2007) research 74% of companies are implementing or planning to implement a succession planning program. Succession planning as a tool is critical to mission success and creates an effective process for recognizing, developing, and retaining top leadership talent (Winn, 2006).

All organizations, whether in the private or public sectors, need to be able to find people with the right skills to fill key and top leadership jobs. Today, effective succession planning focuses on consistency and a systematic approach to growing leaders within the company (Aberdeen, 2007). However, there are barriers to implementing succession planning . According to a study in Kenya banks Nassor(2013) found out lack of continuous succession planning by commercial banks in Kenya has made it impossible for majority of the banks to name a suitable successor within a year.

Though the concept of succession planning is not new, it is considered as an immature for most organizations in Ethiopia. Regarding CBE, which is the leading bank, owned by government, Succession planning program is introduced in response to the current economic initiation of the country and to support the long term strategic plan of 2025. Moreover, the strategic planning analysis of CBE(2012) depicted that the practice of succession planning was characterized by reactive approach , and did not integrated with strategic plan and other HR efforts. Hence, CBE has restructured the process and established it in a separate department since 2012.

In the above context, what succession planning practices CBE has been pursuing in this changing environment was a subject of interest for study. To this point, the practical ideal type of succession planning elements such as top management support, dedicated responsibility, needs driven assessment, professional development opportunities, focused individual attention, extension to all levels of an organization, inclusion in the strategic plan, and unique public sector issues were employed in order to assess how the elements are currently utilizing, and which elements need to be implemented or improved.

1.3. Basic Research Questions

To fulfill the study purpose, the following research questions shall be answered:

- How do we compare the current succession planning practices utilized at CBE to those of the practical ideal type succession planning?
- Is there a relation between the performance of succession planning and the practical ideal types of succession planning?
- What are the major challenges to implementing succession planning CBE?

1.4. Objective of the study

1.4.1. General objective

The general objective of this study is to examine the practice of succession planning at CBE to those of the practical ideal type and to recommend suggestions based on the findings.

1.4.2. Specific objectives

The following specific objectives were proposed to help in achieving the general objectives of the study:

- To assess the current succession planning practices at CBE to those of the practical ideal types succession planning.
- To examine if there is a relationship between succession planning with practical ideal types of succession planning.
- To identify major challenges to implementing succession planning.

1.5. Operational Definition

The literature review found that no single existing definition seemed to be completely comprehensive. To develop the working definition of succession planning, it is important to see common themes from many sources.

Therefore, succession planning is a process of identifying and developing candidates for key leadership and professional positions over time to ensure the continuity of management and leadership in an organization.

1.6. Significance of the study

The main objective of this paper is to assess the practice of succession planning in CBE. So the finding of the result will have the following importance;

- The finding of the project will bring a view about the practice of succession planning in CBE.
- The finding and possible recommendation, which will be given at the end of the paper, can help the organization under study to evaluate whether the practice is aligned with best global practices.
- The investigation can also be used for other studies on similar topic or organization for further study on the discipline.

1.7. Delimitation/Scope of the study

The scope of this paper was to examine the CBE's succession planning. The designing and implementation of SP program has been almost four years and thus the research limited to examine the efforts within this time limit.

The method of the research focused more on quantitative approach which depends on questionnaire to collect data. The number of interviewee in the focused interview were only 4 , and this has its own effect in the study. The targets of the study involve those managers below CEO and HR mangers and experts. Moreover, respondents who worked outside Addis were not included in the study because time and other constraints.

1.8. Limitation of the Study

One of the limitations of the study was the inability to obtain full cooperation of subject especially under the group of HR managers and professionals because of busy schedules of the CBE officials and staffs.

The use of convenience sampling in the second phase posits a limitation on the generalizability of the results of the study to the whole CBE at large despite participants represent 16% of the total subjects.

To undertake the focused interview, the writer took only 4 subjects because of time. But this was compensated with the survey.

Moreover, obtaining previous studies focusing on Succession planning practice of organizations in Ethiopian context was also a challenge for this study since most of the studies on succession planning are researches in developed countries.

1.9. Organization of the Research Report

The study is organized into five chapters. The chapters are organized as follows:

Chapter One deals with the introduction of the study. It includes the background to the study, statement of the problem, objectives of the study and the research questions. It also considers the significance of the study, delimitations and limitations of the study and definition of terms.

Chapter Two covers review of related literature to the study. This includes 18 theoretical literatures on succession planning, concept of succession planning and challenges of succession planning.

Chapter Three focuses on methodology of the study. It covers research design used in the study. It also describes the instrument used, pilot-testing as well as the procedure for the collection of the data and analysis of the data.

Chapter Four presents data analysis and discussion of research findings.

Chapter Five covers the summary of findings, conclusion drawn from the findings, recommendation made and suggestions for further research.

CHAPTER TWO

Literature Review

2.1. Concepts of succession planning

The current view of succession planning came in to an agenda in the late 1960's and early 1970's (Kim, 2006). At this time it is assumed as replacement planning and the whole task is to replace the employees exactly before they were to leave the organization. The decision usually was made by the chief executives. In the 1980s, many studies centered on CEO succession practices. In the 1990s, succession planning expanded its focus from CEOs alone to include executives and other key positions (Kim, 2006).

In today's dynamic world, having the human resource is not enough but developing the talent of key employees including managers is crucial to bring about success of the organization (Mehrabani, & Mohamad, 2011). In recent years, succession planning has been practiced more routinely and systematically in many of larger organizations and at levels far below senior leadership.

The concept of Succession planning has shown many progress from an event activity in to a process and become a strategic initiatives to accommodate both the interest of the organization and the individual employee. It is principally about knowing the needs of the organization and its employees and developing the capacity to address emerging issues that can or will affect business continuity (Newfoundland and Labrador, 2008).

Rothwell (2010) have defined the key items of succession planning and management system consisting of ten elements: organizational commitment with articulation of expectations, process transparency, assessment of organizational needs, identification of key positions, establishment of knowledge, skill, and ability, evaluation of talents,

development of individual growth plans, individual feedback, accountability, process evaluation, and integrity of process throughout the organization.

Organizations are differing based on whether they implement formal succession planning or not. Those organizations which do not have formal succession planning likely to encourage cloning and have an informal system where current leaders groom employees reflecting similar values, appearance, and background for top positions (Ley, 2002). A formal succession plan can discourage discrimination and enhance work diversity (Rothwell, 2001).

Succession management is primarily the responsibility of the Human Resources Department but definitely needs input and cooperation from the rest of the organization. The targets of SP may include the senior managers and the key. An effective succession planning and management effort requires critical backups and individual development in any job category (Avanesh, 2011). According to McGraw & Taylor (2004), succession management programs target executive level positions and continue down to encompass leadership development throughout all levels within an organization.

Researches in the area of SP indicated that the benefits of SP heavily lie on two main points, namely; business continuity and sustaining competitive advantage (Winn, 2006). The benefits of SP can be explained in terms of its impact on organization and individuals. The Instep Learning Resources, UK (2005) indicates that an effective succession planning provides a balanced impact to both the organization and individuals. The benefits for each are shown in the following table.

Table 2.1: The Benefits of Succession Planning For Organization and Individuals

Organization	Individuals
Controlled costs for recruitment and Development	Clarity of role.
Anticipated changes.	Opportunity to develop or multi-skill.
Back-up resources in place.	Strong Supportive relationships.
Development of a talent pool of flexible people.	Valued and rewarded.
Leaders for the future.	Aspirations met.
Increased knowledge and skills bank.	

Source: Instep Learning Resources, UK (2005)

Most organizations which implement SP program follow similar processes as the basis for their succession planning activities. These are: (1) identification of critical positions; leadership position and roles that are vital for the success of the organization, (2) determination of competencies; knowledge, skills and attitude required to perform each position, (3) identification of high potential employee; this is to succeed the identified key positions that requires high technical proficiency, (4) learning and development plans; training, counseling, job rotation, coaching, job enrichment, mentoring, job shadowing etc. , (5) implementation and evaluation; these are systematic processes that examine the design, implementation, improvement or outcomes of a program(Rothwell, 2010).

According to Bersin & Associates (2009), there are five levels of maturity or succession continuum. Level 0, no real succession management process and characterized by lack of managerial and leadership skills; level 1, replacement planning which mainly focus on senior level; level 2, traditional Succession Planning in which talent reviews and development plans are put in place; level 3, integrated Succession Management in

which succession is tightly aligned with the business strategy and focus on all critical positions at all levels; level 4, transparent talent mobility in which companies completely understand the capabilities and potential of their workforces.

Similarly, Georgia Merit System (2005) designed a comprehensive succession planning process as a guiding manual and it includes pre-plan, communicate plan, identify leadership characteristics, assess bench strength, identify talent, develop talent, and evaluate succession planning.

Traditionally, SP involves the decision of senior managers. But for its effectiveness, organizations should involve all actors in an organization. According to GNB Succession Planning Guide(2010) senior management need to provide overall direction and oversight of the succession planning process; managers at all levels are expected to ensure SP objectives are reflected in branch/region work plans as well as individual learning and development plans; employees need to participate in competency/position profiling sessions and discuss career interests with managers, and office of human resources are responsible for setting the direction for corporate succession planning efforts and chairing the SP project team.

To put SP into action an effective succession planning process can be time consuming and challenging to manage. Hence, companies looking for technologies that facilitate SP program especially in areas of compensation, goal alignment, performance management, training and development. The technology solution suggested are career profiling tools, team building tools, candidate search tools, assessment tools, development planning tools, and performance management tools (Aberdeen, 2007).

2.2. Challenges to SP

Besides its benefits, organizations failed to formally accommodate SP in management for various obstacles. Barriers such as bureaucratic hiring processes, lack of resources

for talent management, external regulation and increased competition of talent, and unfavorable organizational culture can be mentioned in this regard (Mateso, 2010).

HR professionals may face numerous obstacles. Some of these include cost or lack of resources, too many demands on their time with operational HR issues overcoming resistance or politics and the lack of an effective performance management system (Berke, 2005).

Line managers losing sight of the big picture and seeing it as an administrative exercise, gaining buy in for the succession management process across the business and biases/subjectivity were also found to hinder the effectiveness of implementation (PageUp People, 2008).

Regarding the challenges in succession planning Aberdeen (2006) found out, only 35% of the Best in Class identified the inability to locate or create a pool of active and passive candidates as a challenge, compared to 48% of laggard companies. Similarly, only 23% of Best in Class cited a lack of assessment tools compared to 38% of Laggard companies.

Many more obstacles summarized include lack of clear organizational vision, lack of support from senior or top executives, unsupportive organizational culture, ignorance about the importance of succession planning, lack of knowledge, skills, and personnel and fear about the succession planning implications, such as adverse effects in finances, interpersonal frictions among workers, or loss of identity, employee motivation or attitude such as uncontrolled employee mobility; lack of interest in the leadership positions due to high workloads, inadequate rewards, lack of confidence, competences and talents, and lack of work morale or motivation, and cloning and so on (WGEA, 2002).

2.3. Models of succession planning

Taking in account the importance of succession planning, many organizations have taken the initiative to adopt the program. The concept of succession planning has gone through many changes from simply replacement CEOs' to an integrated means to identify, develop and retain not only CEO's but also critical persons or/ and positions for present and future needs.

However, the field of succession planning and management lacks one coherent theoretical and methodological approach (Mateso, 2010). Besides this pitfall, there are some efforts made by researchers to underpinning the concept on how succession planning and management efforts can be understood, established, and evaluated in the organizations.

Models of succession planning are helpful to expose the theoretical background of succession planning as envisioned from best practice (Sheilds, 1998). Many models and approaches in succession planning and management exist. Among them the following four models of succession planning which are widely practiced include: The Seven-pointed star model developed by Rothwell (2005), the best in class Pressure, Action, Capabilities and Enablers (PACE) model developed by the Aberdeen Group, the Leadership Pipeline Model created by Mahler, and the practical ideal type of succession planning elements developed by Sharon Ley (2002).

One of the purposes of this paper is to review the various views on the issue and hence an attempt will be made to discuss basic models found in literature for succession planning and the core elements of each model.

2.3.1. The Seven-pointed star model

This model is developed by Rothwell (2010) and treats SP efforts as a process. He suggests that an effective succession planning is best explained by Seven-pointed star

model and it involves the following steps: (1) making commitment towards succession planning and management; (2) assessing present work and people requirements; (3) appraising individual performance; (4) assessing future work and people requirements; (5) assessing Individual Potential; (6) closing the development gap; and (7) evaluating the succession development program.

2.3.2. The Best-in-Class PACE Model

The main theme of this model is that the use of succession planning to achieve corporate goals requires a combination of strategic actions, organizational capabilities, and enabling technologies.

Table 2.2. The Best-in-Class PACE Framework

Pressures	Actions	Capabilities	Enablers
<ul style="list-style-type: none"> ▪ Insufficient management bench strength (in terms of the number of candidates) 	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ Performance management tools ▪ Multi-rater 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 model libraries ▪ Tools that automate and provide visibility into organizational charts

Source: Aberdeen Group, November 2007

As depicted in table 2.2. , the intervention in succession planning is detected by the problem or pressures at hand. For example, in the above table the pressure is insufficient bench strength and therefore the succession team need to plan and answer to the following questions; what are the actions to be taken? What are the capabilities available? To address the problem in a coordinated manner.

2.3.3. Leadership Pipeline Model

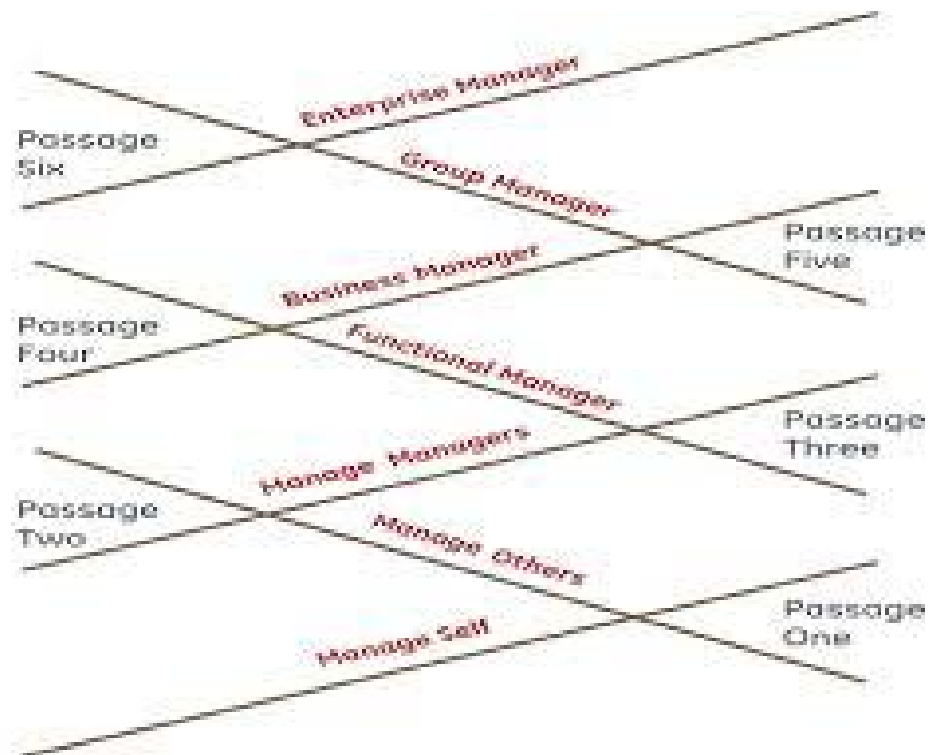
Leadership Pipeline is a concept in a model created by Mahler (2001) and takes the form of six career passage or pipeline turns. These carrier passages represent a change in organizational position and the turns involve a major change in job requirements, demanding new skills, time applications, and work value.

The model helps organizations grow leaders internally at every level, from entry level team leaders to senior managers. It provides a framework that you can use to identify future leaders, assess their competence, plan their development, and measure results (Charan et al., 2012).

Each leadership stage needs different skill-sets and values, and, at each transition, leaders have to develop these in order to lead successfully. According to the model, senior leaders in the organization should mentor more junior managers through each leadership transition, to ensure that they're using the appropriate skills for their current level.

As cited in Kim (2006) , Charan et al. (2001) suggested five-step plan for succession planning: (1) tailoring the Leadership Pipeline Model to fit into the organization; (2) translating standards for performance and potential into the organizations' own language; (3) documenting and communicating of the standards set in the previous step throughout the organization; (4) evaluating succession candidates through a combined potential-performance matrix, and (5) reviewing the plans and progress of the entire pipeline frequently and seriously.

Fig. 2.1: Critical Career Pipeline Turns;



Source: Charan et al. (2001)

2.4. Review of Empirical studies in succession planning

There are some studies which examined the interrelationship between succession planning and other factors or variables. Here under are examples to shed light to the issue under investigation;

- According to a survey by Taylor and McGraw (2004), the main reasons for succession planning introduction were the desire to improve business results (69%) and changes in business demands that will create new skill requirements (47%).

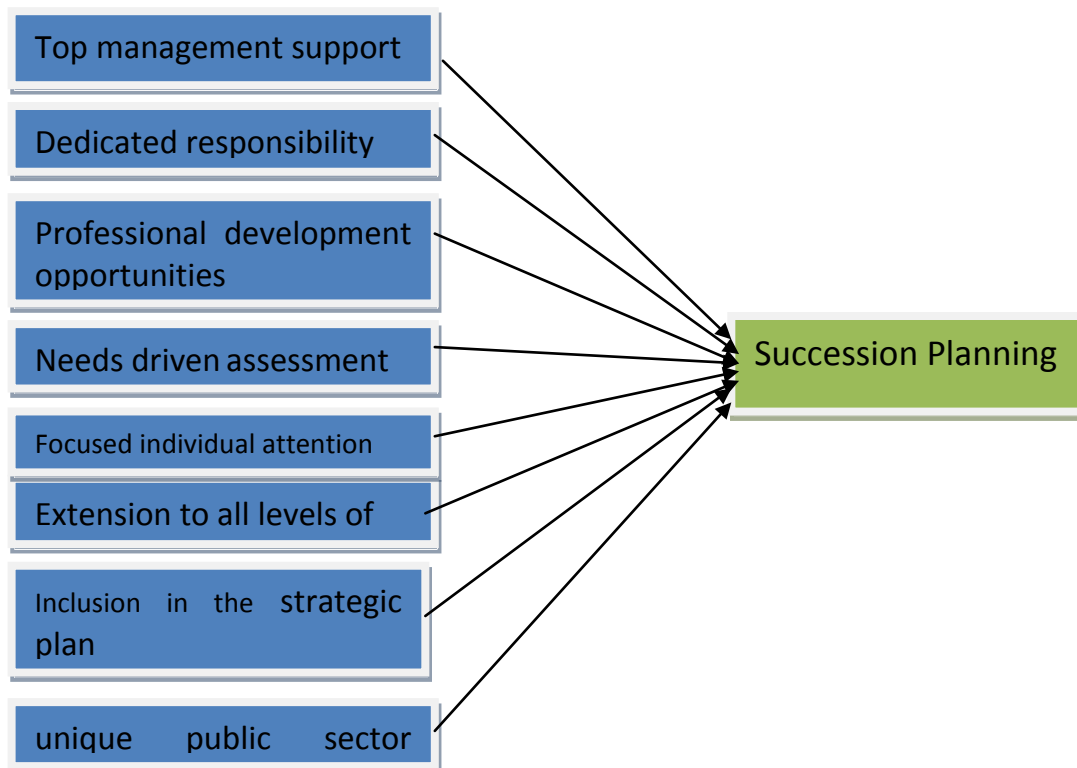
- There is some association exists between succession planning and lasting organizational performance and improvement (Rothwell, 2005 and Avani, 2011).
- There is a small body of literature that focuses on such issues as development of future leaders, high potentials and talent, and succession system and design (Berke, 2005).
- AS cited in Erasmus (2010), Denton and Tromp (1991:17) found out that formal succession planning can contribute to the identification of manpower shortages/needs, promotability indices, development needs, career path planning as well as promotion blocks.
- Companies with succession plans experience better leadership transition than firms that do not have any (Erasmus 2010).
- According to Rothwell (2010), successful succession planning processes are driven by strategic planning.
- An empirical research conducted by Wallum (1993,p.44), has concluded that adoption of succession planning contributed to the following positive outcomes; 1) helped organization with internal resourcing 2) reduced attrition of high-fliers 3) allowed for more realistic counseling and planning 4) prepared candidates in advance for senior appointments.
- Aon Hewitt's study (2011) revealed that for succession planning processes to be impactful and deliver value to the businesses, they need to be formalized and institutionalized.
- In a unique study by Busine and watt(2011), the following succession management process characteristics were most highly positively correlated to perceptions of succession management effectiveness:
 - ✓ contains a timeframe for achieving planned actions

- ✓ changes in response to changing strategic business plans (i.e. adjustable)
- ✓ openly shares information (e.g. nomination, performance, standings) with candidates involved in succession management
- ✓ is visibly supported by senior management
- ✓ involves line management to identify and/or develop candidates.

2.5. Conceptual frame work

Based on review of related literature and best practices of Succession planning, Ley (2002) and Whitmore (2006) developed a model that constitutes elements of an ideal succession plan. These practical ideal types, which are the focus of this paper, provide benchmarks against which any efforts in SP are critically examined.

Fig.2.2. Schematic diagram of conceptual frame work



Here under are descriptions of practical ideal type categories.

a) Top management support and participation

The commitment of top management is one of the major factors that determine the success of SP program. To this point, organizational leaders must identify clearly the objectives and purposes of the process and participate actively to achieve the objectives of this process. Here, top management involve; the board of directors, executive director, and senior management.

Top management participation and support is crucial to motivate participants and ensure that other members of the management team devote time and effort to the succession planning program (Rothwell, 2010). However, an empirical research by Avanish(2011) indicated that the relation between top management commitment and succession management was not significant.

In general, an overwhelming research studies revealed that top management commitment is recognized in terms of supporting the program by taking an active role at the center of the process, creates a feeling of shared ownership of the process before it is implemented, holding the line management accountable for developing future leaders and simultaneously model the process him or herself, allocating sufficient resources & management attention to sustain the program, ensuring that the plan is carried out once in place, making regular reviews to evaluate the succession planning results(Ley,2002; Whitmore, 2006; vela, 2013; Rothwell, 2010).

B) Dedicated responsibility

A project planner or team assigned to administer SP is dedicated to ensure that the plan stays current and relevant. According to Avanish (2011), each organization should identify a single employee who will be responsible for monitoring, evaluating, and reporting findings on a regular basis to the organization's succession planning

coordinator. Having a single staff in place to monitor succession planning fosters a systematic approach in which the agency can implement the process (Lay, 2002).

C) Needs Driven Assessment

Through a needs driven assessment, an agency can identify what positions are mission critical and what skill sets are necessary for performing the duties required of those positions. One way to determine which positions are key or critical is to perform an assessment of the competency levels of current employees (Lay, 2002).

Organizations can also make external bench marking to compare best practices in other organizations to the organization where leaders feel the need to act on succession issues (Rothwell, 2010). A needs driven assessment was done, in which positions in need of a succession plan were identified. This list of positions should be referenced and specifically addressed when implementing succession plan (Avanesh, 2011).

D) Provide Formal Professional Development Opportunities

An effective succession planning needs to provide employees with the opportunity for professional development through developing and advancing their skills. Beyond identifying what skill sets and knowledge bases are required for key positions, it is crucial that a succession plan provide a method or plan for providing employees the opportunity for professional development (Whitmore, 2006).

These opportunities can be accomplished through job assignments, training, or job rotation, and it is one of the best ways for employees to gain additional knowledge and skills. Other opportunities for professional development can include: specialized training programs, conducting lessons learned meetings, developing job aids, allowing employees to work closely with key staff members or to 'shadow' other employees who are or may be departing, and establishing a formal mentoring program (Taylor, & McGraw, 2004).

Successful succession planning models should include planned career paths for employees. Career paths should provide information on what skill sets and knowledge bases an employee will need for positions in the future, and offer suggestion on what training and development opportunities will provide those skills (Lay, 2002).

E) Focused on individual

According to (Nowack, 1994), individual attention imply to the organization effort to work with the selected participant in SP program so that to career development plans are consistent with an employee goals and expectations. The aim is to develop the skills by using focused attention and this ensure that the candidates are willing participants who see the succession planning program as an opportunity to grow and advance their goals (Nowack, 1994).

Succession planning program needs to be a strategic initiative that take in to account individual interest. This will ultimately put employees in a leadership track and allows him or her opportunity to grow. According to Ley, 2002; whitmoor, 2006; Cannon and James, 2011, the element in this category emphasizes the following points:

- Employees should be enabled to choose training that suits their career goals.
- An agency should places a personal responsibility on the employee to ensure that their career goals are achieved.
- Advancements in the career path should be explicitly outlined in the employee performance evaluation.

F) Extends to all Levels of Organization

Current trends in SP program reveal that SP efforts should not only focus on top management but also accommodate all levels to identify talent at all levels (Bleakley, 2006; Avanish, 2011, Ley, 2002).

Moreover, succession planning should be openly communicated throughout an agency, as management trends are increasingly focusing on “identifying competencies” that are “most critical for organizational success.”

G) Part of Strategic and Workforce Plan

The workforce plan, as a subset of the strategic plan, determines which positions should be included in succession planning. Succession planning is included in workforce and strategic plans as a means of addressing staffing gaps and setting measurable goals and timeframes (Australian Public Service Commission, 2003; Rothwell, 2010). Through workforce planning, SP ensures that the organization has the necessary workforce capacity to meet its strategic goals by: defining the current, near, and future working environments.

A research studies by Darvish and Temelie (2014), the study identified a strong positive correlation between strategic planning and succession planning. Thus, SP initiatives must be formalized and must focus on career paths in order to ensure the agency’s retention of knowledge and skills rather than specific individuals (vela, 2008).

Table 2.3 - Summary of Practical Ideal Type Categories

Constructs of Succession Planning	Sources
<p>Top management participation & support</p> <ul style="list-style-type: none"> • Management is responsible for determining criteria of succession plan • Management is responsible for ensuring succession plan is followed once implemented 	<p>Ley 2002, Ibarra 2005, Australian Public Service Commission 2003, Rothwell 2010, Whitmore 2006</p>
<p>Needs Driven Assessment</p> <ul style="list-style-type: none"> • External benchmarking • Assessment of core competencies to determine gaps, needed skills, and what positions need succession planning 	<p>Australian Public Service Commission 2003, Ley 2002, Rothwell 2010, Whitmore 2006, Avani 2011</p>

Constructs of Succession Planning	Sources
<p>Provide Formal Professional Development Opportunities</p> <ul style="list-style-type: none"> • Types of opportunities • Career paths 	<p>Ley 2002, Australian Public Service Commission 2003, Rothwell 2010, Whitmore 2006, Avanih 2011,</p>
<p>Focused on Individual Attention</p> <ul style="list-style-type: none"> • Listen to employee’s goals/desires • Individuals make training choices • Include in performance evaluation 	<p>Ley 2002, Australian Public Service Commission 2003, Rothwell 2010, Whitmore 2006, Avanih 2011,</p>
<p>Dedicated Responsibility</p> <ul style="list-style-type: none"> • Existence of Coordinator that keeps plan current • Follow systematic approach • Keeps track of future needs 	<p>Avanih 2011, Ley 2002, Australian Public Service Commission 2003, Rothwell 2010, Whitmore 2006</p>
<p>Extends to all Levels of Organization</p> <ul style="list-style-type: none"> • Identify talent at all levels • Open communication and knowledge of plan 	<p>Rothwell 2010, Bleakley, 2006, Whitmore 2006, Avanih 2011,</p>
<p>Part of strategic plan</p> <ul style="list-style-type: none"> • Strategic plan determines which positions will be in succession plan • Have written purpose statement and measurable goals 	<p>Ley 2002, Australian Public Service Commission 2003, Rothwell 2010, Whitmore 2006, Avanih 2011,</p>
<p>Unique Public Sector Issues</p> <ul style="list-style-type: none"> • Compensation – need to create incentives for employees to stay • Must focus on career path, rather than on specific position 	<p>Whitmore 2006, Vela 2008</p>

Source: Whitmore (2006)

CHAPTER THREE

Research Design and Methodology

This study is based on the practical ideal type conceptual framework. The practical ideal types of succession planning as a conceptual frame work developed through Careful review of the existing literature and found that effective succession planning programs have common elements, which can be organized as a practical ideal type conceptual frame work(Shields, 1998). These are top management support, dedicated responsibility, needs driven assessment, professional development opportunities, focused individual attention, extension to all levels of an organization, inclusion in the strategic plan, and unique public sector issues.

With this premise, this study designed to assess the practice of succession planning at CBE in light of the practical ideal type of succession planning. Here, the focus was mainly; how the elements are currently utilizing, and which elements need to be implemented or improved by measuring the above mentioned eight constructs.

3.1. Setting of the Study

CBE is the leading Bank in Ethiopia which was established in 1942. It is the pioneer to introduce modern banking to the country and launched succession planning based on the five year corporate strategy plan that helps to achieve its vision and mission. As per the recent record obtained from CBE, there are 423 branches and more than 11,225 employees in CBE.

HRM also restructured itself in such a way that it can easily achieve its strategies. The restructuring consists of two sub processes at the center, HRM and HRD, which each of them comprising three and four sub teams respectively. This makes the total number of HR managers seven at the center - recruitment and assessment, HR transaction,

employee relation and communication which all of the three reports to the Director – HRM; while Learning and Development, Employee Performance Management, Career and Succession Management, and HR Business Partnering directly report to HR Development Director.

The succession planning program in CBE was launched in 2012. The pilot implementation program was undertaken from 2013 to 2014. Now the full implementation of the program has been taken place since 2014.

The succession program as a process passes through many stages from the initiation to the full implementation of the program. In this regard, potential leaders assessment was undertaken using 360 degree assessment tool. Based on this, those who identified with "black spot" were considered in the development program and encouraged to prepare their own development plan. After the provision of the development opportunities, the feedback on their improvement was assessed.

The SP program follows top-down approaches. It is integrated under Talent Management of the CBE. Here the Vice presidents, which consist of 12 persons, are members of talent committee.

There is a formal development opportunities for SP participants. The training provision is categorized under technical and leadership program. The leadership training program includes change management, leadership, HRM, change management, strategic management and so on. Under the category of technical, participants are provided operation related trainings such as Customer Account Transaction Service (CATS), internal audit, foreign credit, and so on.

Currently, the SP program has reached the succession pool phase 5. The follow up tool employed is an integrated succession planning tracking system which includes various

performance matrices. The evaluation of the program is under taken quarterly based on monthly report of SP efforts.

Therefore, it is worth studying how the organizations implement the SP program and if it is aligned with global best practices. At the methodical and technical level, the study follows both quantitative and qualitative approaches which employed questionnaire and focused interview to collect the primary data.

Since the concept of SP is new and not familiarized with all employees at all levels, the writer decided to involve those who are selected in SP program such as managers at different levels and HR professionals. The targeted population of the study was 245.

3.2. Research Design

In this study, the writer adopted descriptive designs. Descriptive research permits to investigate the issue of study through looking into the problem by exploring the views of different sets of respondents, as well as by exploring different literatures related with the study (Pallant, 2011).

According to Yin (2003), the single case study design is appropriate when it is used in testing a well-formulated theory. To this point the writer, employed the practical ideal types micro conceptual frame works which was originally developed and tested by Ley (2002) and further tested by other researchers namely; Whitmore, 2006 and vela, 2008. The research method based on practical ideal frame works help to link research purpose, framework, method, and statistics techniques (Shields, 2005).

Other researchers mentioned above also used these variables to assess the effectiveness of Succession planning programs in place with ideal types. The dimensions which are considered as practical ideals are the common attributes by prominent researchers to this end.

3.3. Sample and sampling Techniques

3.3.1. Study population

The study population in this study is estimated about 245 and they are managers who are selected and assumed to hold managerial positions and HR managers and experts. Moreover, 4 managers at different levels were participated in focused interview.

In the CBE, there are three managerial and administrative job categories, namely, senior management groups (Process Council members), middle level managers (Directors and District Managers), and lower level managers (Managers at Head office and Branch Managers).

For this study, the writer used Managers (CSM), and HR and other (middle and senior) managers as participants. Here, the research excludes respondents at outlying Districts, outside Addis Ababa, due to time and other constraints.

3.3.2. Sampling Techniques

The researcher in general used purposive sampling and random sampling techniques. Among the population of HR managers and professionals i.e., 40, only 15 were selected with convenience sampling. The reasons are; first, the issue of succession planning is new and a reliable response can be obtained from those participated in the program or/ and selected successors. Second, most of the time the participants in this group were busy in work and those of who were willing to collaborate were selected. Hence, convenience sampling was used to select subjects in this category to fill questionnaires. Nevertheless, it was deemed that this limitation was minimized by the fact that the participants under this group consist of 40 which is of course 16% of the total respondents in the study.

However, the customer Service managers in the survey were selected randomly, using simple lottery method. The researcher want to focus on limited number of participants mainly, located in Addis Ababa. This is due to the number is large and need to take sample.

To conduct focused interview, the researcher purposefully selected 4 managers at different levels so as to get a representative response. They were HR Director, HRD manager, and two CSM. This is because the time and other constraints.

3.3.3. Sample size

Here under is a simple random sampling used for the strata of customer service manager (CSM) because of large number. The sample size is determined using Solvin's formula (2010).

$n = N / (1 + Ne^2)$ where; n -sample size, N- target population, e- margin of error

at 95%, $100\% - 95\% = 5\%$ and therefore, $e = .05$

Since the strata of managers 205, the sample size would be;

$$n = 205 / (1 + 205 * .05^2) = 133$$

Table 3.1. Population and sample to the study

Strata	Population	Sample Size
Managers(CSM)	205	133
HR and other managers	40	15
Total	245	148

3.4. Source tools and Instruments

3.4.1. Primary Data

The primary data was collected using a questionnaire and focused interview. Regarding questionnaire the writer used a semi closed questionnaire and Likert scale with 5 point scale. The questionnaire had two parts; part one focuses on demographic characteristics, where as the second part deal with succession planning. Questionnaire as a tool was employed to formulate rational and sound conclusions and possible recommendations. Moreover, it was assumed to collect and analyze large amount of data in a limited of time.

The instruments of the study employed were descriptive and inferential statistics. The descriptive statistics was applied to have simple summaries about the sample and the measures. The inferential statistics was applied to decide whether or not there is statistical significance with reference to a decision criterion value set in terms of the distribution. The tools employed were mean, standard deviation, correlation, and multiple linear regressions. These tools were analyzed using SSPS 20 version.

The correlation analysis determines the relationship or association between the succession planning (dependent variable) and succession planning characteristics (independent variable).

Regarding focused interview, the question were structured and focused to the practical ideal types of succession planning which was supposed to triangulate the data obtained from primary and secondary data.

3.4.2. Secondary Data

Secondary data was collected through review of relevant literatures. The main aim was to infer pertinent materials which were focused on succession planning and other related

issues in journals and reference materials. Moreover, the strategic planning, 5 year (2010-2015) corporate scorecard was referred to this end.

3.4.3. Procedures and Data Collection

The semi structured Questionnaires of 148 that combines five point likert scale enclosed with an envelope were distributed to the respondents in person and all completed questionnaires from the respondents at their respective branch and head office of CBE. However, most of the respondent under the category of CSM filled the questionnaire while they were summoned for training.

Similarly, an interview guide was sent before the actual interview made. The interview was conducted in the office of the selected officials of HR and HRD department and branch managers of the selected branches of CBE. The interview responses were written down and recorded by the researcher during the course of conducting the interview.

3.4.4. Validity and reliability

The elements in the ideal categories are originally developed by Ley(2002) and further other researchers such as Whitmore, 2006 and Vela, 2008 used in their studies. The questionnaire employed in this study is adopted from these authors with little modification and this strengthening the reliability of the tool.

To this point, the writer made pilot study with 30 participants and using SPSS the data encoded and results in arriving the Cronbach's Alpha value of .879. This signifies the tool is reliable.

Table 3.2. Reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.879	29

Moreover, to validate the study free from bias, the questionnaires were developed and forwarded to two subject matter experts in the organization. Accordingly, they gave their comments and my advisor also commented on it which served the content validity to this end.

3.5. Methods of Data Analysis

In order to collect and analysis the data, the practical ideal types frame works demand the link between the research purpose, the research question, and research techniques. To this point, the writer focused on obtaining answers to the specific objectives. Specifically, the plan of analysis included:

- The data obtained was analyzed and interpreted based on number and percentage for the demographic characteristics.
- Mean and standard deviation were computed for the interpretation of succession planning practices and practical types of succession planning.
- Correlation analysis was used to describe the strength and direction of the linear relationship between two variables (Pallant, 2011).This is important to determine whether the factors (variables) developed by Ley(2002) and others researchers may work to the issue under investigation.

CHAPTER FOUR

RESULT AND DISCUSSION

This chapter is devoted to data presentation and analysis part of the study. It focuses on the findings derived from the research questionnaire. The respondents who participated in filling the questionnaire were top managers, middle managers, line managers and HR professionals.

4.1. Results

4.1.1. Demographic and Socioeconomic Characteristics of the Respondents

The following table will reveal the total demographic characteristics of the respondents.

Table 4.1. Demographic and Socioeconomic Characteristics of the Respondents

Demographic and social characteristics		Frequency	Percent	Valid Percent
Gender of respondent	male	130	84.4	84.4
	female	18	11.7	11.7
Age groups of respondents	<25	24	15.6	16.2
	25-35	90	58.4	60.8
	36-40	25	16.2	16.9
	41-50	9	5.8	6.1
Level of education	Diploma	2	1.3	1.4
	first degree	123	79.9	83.1
	second degree	21	13.6	14.2
Year of experience	<2	1	.6	.7
	3-5	67	43.5	45.3
	6-10	42	27.3	28.4
	11-15	26	16.9	17.6
	>16	11	7.1	7.4
Respondents Job position	Line managers	133	86.4	89.9
	HR professionals and other managers	15	9.7	10.1
Total		148	96.1	100.0

Table 4.1 depicts the distribution of male and female respondents. A total of 84.4% of them participants were male. The results indicate that the majority of the participants were male.

Regarding the age distribution of the sample, a total of 15.6 % were under 25 years of age while 58.4 % were between 26 and 35 years and the remaining 22 % of the respondents were in the 36 to 40 age group. Respondents in the 26 to 35 age group accounted for the largest proportion of respondents as a whole. It was noted that 74% of the respondents in the sample were aged below 35.

As shown in the table, employees with first degree constitute 79.9% of the total respondents, 13.6% were second degree holders. The result suggests, it allow them to knowledgably and reasonably rate the variables.

A total of 43.5% had been employed for between 3 and 5 years, while 27.3% worked for about 6 to 10 years, and 16.9% had served from 11 - 15 years. Most of the respondents (50%) had served the organization for at least 6 years. This is a positive indication that succession planning seems to be working within the organization.

The table above depicts the majority 133(86.4) respondents are under the group of line managers, and the remaining 15(9.7) were HR professionals and other managers.

4.1.2. Summary of Direct Measures of Succession planning practices

The following section (Table 4.2 to table 4.9) reflects the responses to each statement relating to succession planning.

Table 4.2.: Responses on Items of Top management participation and support

Items	Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total	Mean	Std
	No.	%	No.	%	No.	%	No.	%	No.	%			
Board recognizes the program (1.)	5	3.4	5	3.4	24	16.2	46	31.1	68	45.9	148	4.1	1
CBE enjoys top management support & participation (2.)	5	3.4	6	4.1	18	12	63	43	56	38	148	4.1	1
CEO displays verbal and written support (3.)	5	3.4	9	6.1	25	17	55	37	54	37	148	4.0	1
Top management gives direction and follow up (4.)	5	3.4	2	1.4	20	14	50	34	71	48	148	4.2	1

It is evident from table 4.2 that the majority of respondents gave more favorable responses to the item1 (114, 77%), item 2(119, 80.4%), item 3.(109, 73.6%), and to the item 4(121, 82%).

Table 4.3: Responses on Items of Needs Driven Assessment

Items	Strongly disagree		Disagree		undecided		Agree		Strongly agree		Total	Mean	Std
	No.	%	No.	%	No.	%	No.	%	No.	%			
CBE identified positions in need of SP before implementation (5.)	5	3.4	3	2.	24	16.3	53	36.1	62	42.2	147	4.1	1
CBE undertook Benchmarking (6.)	7	4.7	7	4.7	45	30	49	33	40	27	148	3.7	1.1
Present work and competency of positions regularly assessed (7.)	27	3.4	36	6.1	30	17	40	37	15	37	148	2.9	1.3

The above table clearly portrays that the majority of respondents gave more favorable responses to the item 5 (114, 77%) and item 6(119, 80.4%). However, of the total respondents, 63(43%) of respondents disagree to the practice of succession planning that "The present work and competency requirements of different leadership positions are regularly assessed".

Table 4.4: Responses on Items of formal professional development opportunities

Items	Strongly disagree		Disagree		undecided		Agree		Strongly agree		Total No.	Mean	Std
	No.	%	No.	%	No.	%	No.	%	No.	%			
Provides employees with opportunities to develop and advance (8.)	6	4.1	6	4.1	17	11.5	50	33.8	69	46.6	148	4.1	1.05
Participants have mentor from within (9.)	23	16	47	32	36	24	31	21	10	6.8	147	2.7	1.16
Development opportunities in CBE helps individuals realize their career plans (10.)	19	13	9	6.1	16	11	49	33	55	37	148	3.8	1.35
Clear time frames and periodic evaluation to monitor the program(11.)	9	6.1	6	4.1	32	22	53	36	48	32	148	3.8	1.11

AS can be seen from the above table, the majority of respondents gave more favorable responses to the item 8 (119, 80.4%), item 10(104, 70.3%), and item 11(101, 68.2%). However, of the total respondents, 70(47.3%) of respondents disagree to the statement "Participants have mentor from within ".

Table 4.5: Responses on Items of Focused on individual attention

Items	Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total No.	Mean	Std
	No.	%	No.	%	No.	%	No.	%	No.	%			
Participants discuss training needs with supervisor and program coordinator (12.)	24	16.2	36	24.3	35	23.6	35	23.6	18	12.2	148	2.9	1.27
Participants submit their own career goals in writing to program coordinator(13.)	32	22	45	30	44	30	19	13	8	5.4	148	2.5	1.13
Employees are encouraged to develop their skills beyond current position (14.)	6	4.1	16	11	23	16	53	36	50	34	148	3.8	1.13
CBE places a personal responsibility on the employee to ensure that their career goals are achieved (15.)	9	6.1	16	11	30	20	46	31	47	32	148	3.7	1.2

Table 4.5 depicts, the majority of respondents gave more favorable responses to the item 14 (103, 69.6%) and item 15(104, 70.3%). However, of the total respondents, 60(40%) and 77(52%) of respondents gave slightly unfavorable responses to the item of 12 and 13 respectively.

Table 4.6: Responses on Items of Dedicated Responsibility

Items	Strongly disagree		Disagree		undecided		Agree		Strongly agree		Total No.	Mean	Std
	No.	%	No.	%	No.	%	No.	%	No.	%			
There is a recognized program coordinator assigned to keep the plan current(16.)	2	1.4	11	7.4	27	18.2	50	33.8	58	39.2	148	4.0	1
Adequate funds are allotted to the program(17.)	4	2.7	9	6.1	32	22	48	32	55	37	148	4.0	1.04
CBE relies on a computerized system to plan/track progress of SP efforts(18.)	5	3.4	12	8.1	42	28	35	24	54	36	148	3.8	1.12

In response to the items of dedicated to responsibility, the majority of respondents gave more favorable responses to all items, i.e., 108(73%), 103(69.6%), and 89(60.1%) to the items 16, 17, and 18. respectively.

Table 4.7: Responses on Items of Extends to all levels of organization

Items	Strongly disagree		Disagree		undecided		Agree		Strongly agree		Total No.	Mean	Std
	No.	%	No.	%	No.	%	No.	%	No.	%			
SP program seek talent from every level in the organization(19.)	24	16.2	36	24.3	35	23.6	35	23.6	18	12.2	148	2.9	1.27
There is open communication and knowledge of SP initiatives(20.)	10	6.8	23	16	23	16	45	30	47	32	148	3.6	1.26
SP program extends to all levels(21.)	22	15	29	20	43	29	34	23	20	14	148	3.0	1.25
CBE created a feeling of shared ownership of SP process(22.)	12	8.1	15	10	27	18	45	30	49	33	148	3.7	1.25

As we can see the summary of the data gathered from the above table, the majority of the subjects, 92(62%) to the item 19, and 94(63.5%) to the item 22 believe the elements are practiced in the Succession program. However, of the total respondents, 53(36%) do not believe succession program seek talent from all levels. Similarly, 54(36.5%) of the total respondents, remain undecided to the item 21,"whether Succession planning program extends to all levels".

Table 4.8: Responses on Items of Part of strategic and work force planning

Items	Strongly disagree		Disagree		undecided		Agree		Strongly agree		Total	Mean	Std
	No.	%	No.	%	No.	%	No.	%	No.	%			
SP program has a clear mission statement and goals that connects to the Strategic plan(23.)	10	6.8	4	2.7	11	7.4	39	26.4	84	56.8	148	4.2	1.15
CBE's Strategic plan determines which positions will be in SP(24.)	4	2.7	3	2	26	18	41	28	74	50	148	4.2	0.98
SP programs have written purpose statement and measurable goals(25.)	5	3.4	5	3.4	17	11	42	28	79	53	148	4.3	1.02
SP program in CBE is integrated with the organization culture(26.)	10	6.8	11	7.4	28	19	49	33	50	34	148	3.8	1.18

The above table shows the respondents response on whether succession planning program is Part of strategic and work force planning. To this point, respondents gave their responses to four items of this category. Accordingly, the majority respondents 123(85%) to the item 23, 115(77.7%) to the item 24, 121(81.7) to the item 25, and 99(66.9%) to the item 26 gave a positive responses.

Table 4.9: Responses on Items of Unique Public Sector Issues

Items	Strongly disagree		Disagree		undecided		Agree		Strongly agree		Total No.	Mean	Std
	No.	%	No.	%	No.	%	No.	%	No.	%			
SP initiatives in CBE focuses on career path, rather than on specific position(27.)	2	1.4	11	7.4	27	18.2	50	33.8	58	39.2	148	4.0	1
CBE utilizes career path planning as an incentive to retain its employees(28.)	12	8.1	17	11	24	16	50	34	45	30	148	3.7	1.25
SP program encourages the advancement of diverse group(29.)	13	8.8	15	10	24	16	41	28	55	37	148	3.7	1.29

The above table 4.9 indicates the participants' response regarding unique public sector issues in succession program implementation. To this point, of the total respondents, 108(73%) to the item 27, 95(64.19%) to the item 28, and 96(64.86%) to the item 29 responded positively to imply that such issues considered in the program.

In general, the positive responses received from the participants to statements 1, 2, 3, 4,5, 6,8,10,11,14,15,16,17,18,20,22,23,24,25,26,27,28, and 29.

Table 4.10: Summary of the Measures of Succession Planning

Categories	No.	Mean	Min	Max	Std. D
Top Management participation & Support	154	4.10	1.0	5.0	.82
Needs Driven Assessment	154	3.57	1.0	5.0	.76
Provide Formal Professional Development Opportunities:	154	3.62	1.0	5.0	.83
Focused on individual attention:	154	3.24	1.0	4.8	.76
Dedicated Responsibility:	154	3.93	1.0	5.0	.80
Extends to all levels of organization:	154	3.48	1.0	5.0	.92
Part of strategic and wok force planning:	154	4.13	1.0	5.0	.83
Unique Public Sector Issues:	154	3.65	1.0	5.0	1.08
Mean of mean		3.71			

Table 4.9 reflects the descriptive statistics for the overall score of measures of succession planning and management. The mean score for all of the items relating to succession planning and management is 3.71. This reflects respondents were generally responded positively and hence all the categories of the ideal succession planning model with some degree of gaps were being utilized by the CBE's formal succession plan.

According to the study of Barzoki **and et al (2012)**, manager's commitment to implementing succession planning process the results indicated that the measured mean (2.54) is lower than assumptive mean (3). Therefore it is resulted that there is no commitment between these managers to implementing succession planning process.

Consistent to this study, the research findings of Avanish (2011) conducted at IT firms indicated that the higher mean percentage with regard to practice of Succession Planning is observed with the aspect of Top management support (76.2%), with Needs driven assessment (67.4%), Formal Professional Development Opportunities(77%), Dedicated responsibility(67%), strategic and wok force planning(73.2%).

4.1.3: Responses on Succession planning practices

Here under is the measure of dependent variable that is succession planning as per the responses of the respondents.

Table 4.11: Responses on The Dependent Variable: Succession Planning

		No.	%
succession planning	inadequately	26	17.6
	adequately	99	66.9
	very well	23	15.5

Table 4.10, Indicates the participants' response regarding the overall succession planning practice at CBE. Accordingly, the majority 122(82.4%) respondents evaluated the practice of succession planning program as adequately or very well. On the other hand, a relatively small number 26(17.56%) of respondents gave unfavorable response or evaluated as inadequate.

4.1.4: Correlation; to investigate the degree of relationship between Theoretical measures of Succession planning and Succession planning

The correlation matrix table above shows that all the independent variables are strongly correlated to the dependent variable (succession planning). In fact all the correlation coefficients between the independent variables and succession planning are strongly significant to the error level of about 0.001, but still with some variation.

Table 4.12: Correlation Matrix among the Independent Variables and Dependent Variable

	Succession Planning (SP)	Top Management participation & Support (A)	Needs Driven Assessment (B)	Provide Formal Professional Development Opportunities (C)	Focused on individual attention (D)	Dedicated Responsibility (E)	Extends to all levels of organization (F)	Part of strategic and work force planning (G)	Unique Public Sector Issues (H)
SP	1	.688**	.757**	.705**	.535**	.410**	.535**	.437**	.382**
A	.688**	1	.576**	.452**	.412**	.527**	.522**	.525**	.394**
B	.757**	.576**	1	.510**	.431**	.429**	.445**	.483**	.316**
C	.705**	.452**	.510**	1	.633**	.371**	.577**	.457**	.453**
D	.535**	.412**	.431**	.633**	1	.428**	.574**	.470**	.444**
E	.410**	.527**	.429**	.371**	.428**	1	.508**	.620**	.461**
F	.535**	.522**	.445**	.577**	.574**	.508**	1	.549**	.510**
G	.437**	.525**	.483**	.457**	.470**	.620**	.549**	1	.580**
H	.382**	.394**	.316**	.453**	.444**	.461**	.510**	.580**	1

NB. ** Correlation is significant at the 0.01 level (2-tailed). $P < .01$ refers to with a 1% margin of error; the reader can be 99% certain that the respondent would report to this point.

Regarding the relationship between the independent variables, table 4.1.6 clearly shows that figures with the symbol ** indicate that each of the variables are significantly correlated with each other at a significance level of $p < 0.01$.

While Top Management participation & Support, Needs Driven Assessment, Provide Formal Professional Development Opportunities have strong relation with the dependent variable (succession planning in practice) reaching up to $r = 0.75$ and the others (Focused on individual attention, Dedicated Responsibility, Extends to all levels of organization, Part of strategic and work force planning, Unique Public Sector Issues) are related to this variable reaching up to $r = 0.5$.

In general, the result of the correlation analysis indicated that the variables employed as practical ideal types of succession planning were practical to examine the succession planning efforts in the bank.

In the open end questions the respondents forwarded the following main concerns;

- ✓ The program is new and a lot of work need to be done to communicate the program for both the managers and employees ,and create ownership among employees
- ✓ The selection of participant in the program has no clear criteria, subject to favoritism
- ✓ The participants of the program has misunderstandings among employees and assume that participating in the training to be taken as a guarantee for next leadership ladder ,
- ✓ There lack of proper follow up and formal evaluation
- ✓ There is lack of systemized information

4.2. DISCUSSION

4.2.1. Discussion on quantitative and focused interview analysis

This section provides a discussion of the research findings both quantitative and focused interview methods (only focus on the first 6 categories in the practical ideal types) in line with the above objectives.

A/ Top management should participate in development and support implementation of the agency's succession plan

- Pertaining to the results of descriptive and inferential analysis;

The mean score for all of the items relating to succession planning and top management support and participation was 4.10. This reflects respondents were generally responded positively and hence this aspect of succession planning was being utilized by the CBE's formal succession plan.

There is a strong correlation between Succession planning practice and top management participation and support have strong correlation. Here, the Pearson product-moment correlation coefficient the result ($r=.688^{**}$, $p < .01$) shows a strong association between the two variables where, significant at the 0.01 level (2-tailed). In other words, top management support and participation, as an effective succession planning best practices, is fully implemented in the organization.

➤ Regarding this point the focused interview result summarized as;

Table 13. Interview response on items of Top management commitment

1. Is the succession plan in place in line with the mission and goals of the agency?	Yes=4 No=
2. Does management fully understand what a succession planning model entails?	Yes= 4 No=
3. Does top management ensure proper implementation of SP program?	Yes= 4 No=

All subjects gave positive responses to this point, in their statements, “the program of Succession planning was restructured following the long strategic plan of the organization. SP is designed to support the 2025 strategic goals, i.e. to be the world class bank.” As a HRD strategy, the SP program is run by a foreign consultant. It is now fully implemented and has reached to pool of successors phase five. The board, the top management including CEO is visionary to bring change in the bank.”

“It is the management who took the initiative to undertaken the SP. The Vice presidents (VP) followed up the progress of SP program. Here, they are members of top managements and talent management committee. Hence, they have the understanding about its impacts on bottom line.”

“The SP program is new and this requires a lot work on the part of both the management and employees. Moreover, the program is not fully communicated to employees at all levels. The lack of understanding includes not only lower level but also upper levels. This need to be intervened.”

Here, we can conclude that the top management makes their own efforts to run and follow up to the SP program to the desired level. But there is a gap in communicating SP endeavors to all employees.

As stated in the review literature part, top management should play a leading role in analyzing agency mission, goals, and initiatives and offer their full support to the succession planning model. To this point, Rothwell (2010) asserted that top management participation and support is crucial to motivate participants and ensure that other members of the management team devote time and effort to the succession planning program.

In relation to this, a survey study (Aon Hewitt, 2012) found out top Companies realize the importance of being actively involved with the next generation of talent, with the majority dedicating, on average, 21% to 50% of their time on leadership activities such as succession planning, coaching and talent reviews.

According to Vella (2008), a main factor which influences the succession planning is the role of human resource development, which includes organizational development, career development and the learning and development of potential successors. The role of top management is paramount in integrating SP effort with learning and development, selection and recruitment, performance management, and other aspects of HR efforts. Rothwell (2010) also indicated that in his "star model", the manager's commitment is necessary factor to succession planning processes.

Therefore, the management needs to double their efforts to the successful implementation of the program. To this point, the management need to create a feeling of shared ownership, holding the line management accountable for developing future leaders, ensuring that the plan is carried out once in place, making regular reviews to evaluate the succession planning results, allocate sufficient resources & management attention to sustain the program, there should be regular reviews to evaluate the succession planning results.

B/ The succession plan should be based on assessment of the agency’s needs

- Summary of descriptive and inferential statistics;

The descriptive analysis result reveals an aggregate mean of 3.57. This is almost above a moderate extent and suggests an improvement.

In the inferential analysis, needs driven assessment has strong association with succession of planning, in which the result ($r = .757^{**}$, $p < .01$) indicates significant at the 0.01 level (2-tailed). Hence, the bank made needs driven assessment and this variable best explain the succession program.

- Regarding the results of the focused interview undertaken, the following points are summarized;

Table 14. Interview response on items of need driven assessment

1. Does CBE assess core competencies to determine the gaps and future needs of skills and positions?	Yes=4
2. Is there a regular assessment of competencies? What positions should have a succession plan in place?	NO=2 Unsure=2
3. How have other organizations/Benchmarked addressed succession planning?	-

To this point the subjects responses summarized as;

- The tasks of need assessment were done before the implementation phase. The bank at corporate level analyzed organizational and task levels of needs identification, whereas the branches and other sub processes are only likely to analyze their employees skills, knowledge and attitudes gaps.
- The assessment involved all positions which are mission critical. Currently, the focus is more on senior and middle managerial positions. But the two subjects (HR director and HRD manager) unanimously replied that no regular assessment of critical competencies. The other two responded they are unsure about the regular assessment.
- Moreover, to the question of external benchmarking, the manager of HRD responded that the Sp program did not undertaken benchmark of other organization but took best practices of top banks in implementing succession planning.

We can conclude from the response from the interview that CBE does not make a regular assessment of critical competencies.

The literature pertaining to succession planning revealed that the SP initiative should base itself with identifying the core competencies of valuable positions to ensure that the proper steps are taken to secure the availability of a competent future workforce. This reflects the importance of this factor as best practices to an effective SP program.

Assessment of the agency's needs include an analysis of core competencies to determine gaps and needed skills which enabled the agency to identify which positions are most critical(Whitmoore,2006). Many skills and capabilities needed yesterday are no longer working today and the key competencies today will likely continue to evolve and change over time (Right management,2010).

In this regard, the respondents reflect assessment of the agency's needs to implementing succession planning processes positively. However, of the total respondents, 63(43%) of respondents disagree to the practice of succession planning that "The present work and competency requirements of different leadership positions are regularly assessed". Moreover, the standard deviation 2.86 shows there is no significant relationship between this point to implementing succession planning processes.

This suggests an improvement to the point. The assessment of current work and the competencies required is crucial to secure the availability of a competent future workforce and ensure the continuity of leadership (Ley, 2002; Rothwell, 2010). Therefore, CBE should do regular assessment to undertaken the program effectively.

C/ The succession plan should provide formal professional development opportunities for employees

➤ The descriptive and inferential statics results summarized as;

With the exception of one item, the three items aggregate mean rages from 3.8 to 4.1. This suggests the SP program involve development opportunities for employees. The other implication is that CBE's SP program is consistent with the practical ideal types of Succession planning.

However, of the total respondents, 70(47.3%) of respondents disagree to the statement "Participants have mentor from within ". The mean result to this point (2.7) suggests no formal mentor assigned in succession program practice.

In relation to inferential statistics, the correlation coefficient ($r = .705^{**}$ $p < .01$) unveiled there is a strong association between succession planning and need assessment and statistically significant. Based on the respondents' perspective, there are development opportunities to implementing succession planning processes in some cases such as formal training to pool of successors, and this is significant statistically and accepted.

➤ Summary of focused interview result;

Table 15. Interview response on items of professional development opportunities

1. What professional development opportunities are currently provided at CBE?	
2. Are career paths communicated to employees?	Yes=3 Unsure=1
3. Is formal mentoring currently available to each employee of this agency?	No=4

To the above points, the opinions of subjects were;

- The development opportunities available to employees mainly include technical skills and managerial skills. Specifically, SP program participants have been provided with leadership and technical trainings coupled with on job trainings.
- CBE created a Career Advancement Planning System (CAPS) and maps out career paths for positions throughout the agency.
- There is also a procedure that individual employees submit their individual development plan.
- There is informal mentoring to employees but there is no as such formal mentoring program available to employees.

To this point, we can conclude that CBE provides formal training to pool of successors. However, it lacks formal mentoring efforts.

For the proper implementation of SP program, providing development opportunities for employees is considered as the backbone to the program. Obviously, human force is a critical element to make changes. Since experience and job knowledge are highly valued for succession, it is necessary that organizations provide employees with the opportunity to develop and advance these skills (Mateo,2006).

Moreover, clarifying the career path is another factor in the development program, where an organization clarifies the career path that would eventually help employees to better understand the career objectives and also help them towards a better implementation of succession planning (Vela, 2008).

Here, best practices of SP program proposed on job training than off job training. To implement this role of managers at all levels or employees who hold key position can act as mentor. But this is not the case and respondents affirmed in this regard.

To the item "Participants have mentor from within ", the mean value (2.7) is lower than the assumptive mean 3 and showed lack of formal mentoring.

Therefore, formal mentoring should be made available to staff at all levels within the agency. This option will undoubtedly allow lower-level employees to have access to higher-ranking staff that may serve as role models and encourage loyalty toward the agency.

D. The focus of the succession plan should be the agency's employees

➤ Summary of descriptive analysis result;

The meant value to this category is 3.2. This implies a moderate agreement to the point. Moreover the responses found out to be negative to item 12 and 13 with the mean value 2.9 and 2.5 respectively. This suggests the SP program in CBE has not given attention to individual interest in its practice.

The inferential statistics to investigate the association of this variable "individual focused" to succession planning, the r value .535^{**}, $p < .01$ showed there is significant relation.

➤ Focused interview;

Table 16. Interview response on item Individual Focused

Does the SP program accommodate the individual interest?	Yes=1 unsure=1 No=2
Are employees given choices as to which trainings they would like to attend?	No=4

Here under are a summary of respondents response to the above questions;

- In general the SP program was designed to accommodate both the individual and the organizational goals. The employees are encouraged to submit their individual development plan. But the practice is not satisfactory.
- The individual interest should surrender to the interest of the organization. In one of the respondent's statement, "how can the organization accommodate the interest of employees simultaneously? Moreover, the individual interest usually changes in time. In theory we can assume but in practice it is impossible."
- There is no as such individual attention in the program. The SP program is more of paper based, and much of the work handled by few assigned officials in the HRD and Carrier and SP department. The CSM involvement mainly limited to filling the 360 degree assessment form to this end.

Human resource is an essential aspect for organizational development. Any programs that involve the participation of employee will benefits both the employee and the organization at large. Tailoring programs to meet candidates career goals and aspirations produced a better person-job fit and led to greater satisfaction overall with the succession management process (Rothwell, 2010).

Best practice organizations provide for the needs of individuals while they are in development assignments through mentoring, transitional coaching, and feedback, while holding them accountable for performance (Aberdeen Group, 2006)

Here, from the interview we can conclude that the SP program did not consider the interest of the employee. This finding is also consistent to the descriptive analysis in which the mean values were 2.9 and 2.5 to the items 13 and 13 respectively. Though the organization in general put employee attention in SP program, there still lack of commitment in terms of not creating a space for participants in discussing training needs and not providing the chance for employees to submit their own career goals in writing to program coordinator/ succession planning department

According to Vela (2008) Succession plans should be focused on individual attention. Involving employees in succession planning on a personal level, through incorporating it in their performance evaluations and communicating career path opportunities, ensures accountability for and participation in the process. Therefore, the managers should reconsider the above points in the program to merge its employees' capabilities and career aspirations with the company's business strategy and talent needs.

E/ A succession plan should include a designated staff and adequate funds for its implementation

➤ Results of descriptive statistic analysis;

To assess CBE's practices in relation to the practical ideal types, the descriptive analysis revealed that the mean value to the item was 3.93. This reflects CBE is good in relation this practice.

The inferential statistics result also depicts($r = .410^{**}$ at $P < .01$) there is a significant relation between this variable "dedicate responsibility" and succession planning.

➤ Focused interview

Table 17. Interview response on items of dedicated responsibility

1. Who is currently in charge of coordinating succession planning at CBE?	
2. Is there adequate fund dedicated to the program?	Yes=4

To the above the second point, all subjects gave positive responses. The summary of their opinion is as follows;

- In relation to the assigned budgets to the program, all subjects responded that an adequate fund is allocated to the program. This is reflected by the commitment of the top management to make the program comes to real.
- Regarding the coordinating body of the SP program, the carrier and succession planning department is the responsible body to coordinate the program. The role of CSM is to fill the assessment of employees in their unit and send to head office via automated channel. Here, the coordinator make analysis and record un updated competency of pooled successors.

According to the responses in the personal interview, we can deduce that the assigned person to follow the program only in the head office. But there must be a responsible person assigned in each branch or unit to this end. According to Avanes (2011), organization in their effort to implement the program need to identify a single employee who will be responsible for monitoring and evaluating succession planning at the agency. This person act as a liaison who will monitor succession planning within their program area, and report findings on a regular basis to the organization's succession planning coordinator.

The responses in the questionnaire revealed that an aggregate mean of 3.93 which is a higher than the assumptive mean 3, and the correlation coefficient $r = .508$ suggests

there is such practices in CBE. Best global practices recommend the SP initiatives should include a designated staff and adequate funds for an effective implementation.

Moreover, dedication in terms of budgeting adequate funds also essential for proper implementation of the program (Whitmore, 2006). To this point Barzoki (2012) suggest that organizations should attend to long term and strategic plans in order to implementing succession planning processes and should apply all of their facilities, capabilities, and conditions.

CBE has a corporate structure and operates by opening many branches through the country. Hence, it is not difficult to imagine how difficult it is to dedicate the responsible person and budget to the program uniformly. Therefore, CBE need to give great emphasis in this regard.

F/ The scope of the succession plan should cover all levels of the agency

- The descriptive analysis;

The responses in the questionnaire revealed that an aggregate mean of 3.3 which is a little bit higher than the assumptive mean 3 reflects that CBE need to improve in this regard.

But the correlation coefficient $r.535^{**}$, $p < .01$ suggests this item as best practice is correlated with succession planning. This is a reality at CBE, and the focus of the program was mainly on managerial level.

- Responses of Focused interview

Table 18. Interview response on item SP should cover all levels of the agency

1. Does CBE's career advancement plans communicated to all employees?	No=2 Unsure=2
2. Is succession planning currently being done at all levels of the organization?	No=4

Here, all subjects respond either no or unsure to the above point. In general the opinion boils down to; the program is limited to the senior and middle managerial levels.

Most often, when creating a succession plan, agencies focus on upper level management positions, but in actuality, there are many positions throughout an organization that are critical to its success (Australian Public Service Commission 2003).

Current trends in SP program reveal that SP efforts should not only focus on top management but also accommodate all levels to identify talent at all levels (Bleakley, 2006; Avanish, 2011, Ley, 2002). Moreover, the scope also needs to be explained in terms of involving all employees through communication of the program.

A survey conducted by Society for Human Resource Management (2006) regarding groups of employees were included in their organizations' succession plans revealed that overall, 75% of plans included senior management positions. This was followed by executive-level (67%), middle-management (56%) and non management (17%) positions. This shows the trend that SP effort to include all positions.

Succession planning should be openly communicated throughout an agency, as management trends are increasingly focusing on "sharing knowledge, helping others learn, and building commitment and motivation. Individually, leaders are far more likely to realize their potential if they are involved in and take ownership of their development.

Organizationally, the public nature of open succession planning helps to ensure a rigorous process and increase the visibility and respect for leadership development. An effective succession plan should communicate to an employee the elements of the plan that are linked to the organization's performance management system (SHRM, 2006)

Here, CBE need to extend the program to include all levels, which is important to encourage acceptance of the program by every staff member who will be affected by its implementation.

G/ The succession plan should be based on the agency's strategic and Workforce plan

To this point, the result of descriptive analysis using the mean of mean value (4.13) reflects CBE has made an achievement to integrate the SP program with the corporate strategic plan and work force planning.

Regarding the inferential statistics it is evident from the result of correlation coefficient($r .437^{**}$, $p < .01$) shows an association between the strategic planning and succession program.

Succession planning should be communicated in the agency's strategic and workforce plans, including a written purpose statement and measurable goals(Ley, 2002). As part of a broader human resource (HR) planning framework, succession planning is just one strategy that can help to address HR issues such as the ageing workforce, potential skill shortages, and internal competency gaps and so on(Aberdeen Group, 2006; Aon Hewitt 2012).

According to the long strategic plan of CBE, the bank wants to be a world class bank. To this end the SP program play a great role. This explain that the organization communicate the strategic plan and others supporting plans to the employees.

H/ The succession plan should take into account unique public-sector issues

The results about existence of unique public-sector issues to implementing succession planning processes, the descriptive statistics (mean= 3.65) the practice is a bit above the average. Regard to examine the association with the dependent variable the correlation coefficient ($r .382^{**}$, $P < .01$) reveal a weak association and does not represented as best practices.

A succession planning process for a state agency must address certain issues that are unique to public organizations. To this point, Vela (2008) suggest that succession planning must be clearly documented and must focus on career paths in order to ensure the agency's retention of knowledge and skills rather than specific individuals.

Moreover, SP efforts need to consider diversity in Succession planning. The Top Companies for Leaders study conducted by Aon Hewitt (2012) states that the global Top Companies include increasing diversity as a formal element of their leadership development strategy (compared to only 73% of all other organizations).

When making succession decisions, 89 percent of respondents replied that the employees' career wishes and aspirations were considered, a characteristic found in all three levels of implementation (Taylor, 2004).

Therefore, CBE SP efforts need to acknowledge the influence of some issues and focus on basic principles of SP program.

CHAPTER FIVE

MAJOR FINDINGS CONCLUSION AND RECOMMENDATION

5.1. Major Findings

As it is stated at chapter one the main objective was to assess the succession practice at CBE and ascertain if it is aligned with global best practices. Moreover, the specific objectives were also put to realize the main objectives. These are;

1. To assess the practice of SP program of CBE in relation to best practice or practical ideal types. Based on the findings we can recommend which part in the practical ideal type is practiced, which part to be implemented or improved to fill the gap.
2. To examine if there is a relationship between succession planning with practical ideal types of succession planning. To this point the findings may lead us to ascertain whether there is an association or not.
3. To identify the problem faced in implementing SP program.

To achieve the objectives, an attempt was made to review literature, design the questionnaire, and administer the questionnaire, and finally analyzes the data using descriptive analysis as well as inferential statistics as well as focused interview to reach the following findings.

1. Regarding the first specific objectives, the descriptive statistics for the overall score of measures of succession planning, i.e. the mean score for all of the items relating to succession planning was 3.71. This reflects respondents were generally responded positively and hence all the categories of the ideal succession planning model with some degree of gaps were being utilized by the CBE's formal succession plan.

Similarly, the research findings of Avanish (2011) conducted at IT firms indicated that the higher mean percentage with regard to practice of

Succession Planning is observed with the aspect of Top management support (76.2%), with Needs driven assessment (67.4%), Formal Professional Development Opportunities(77%), Dedicated responsibility(67%), strategic and wok force planning(73.2%).

Though the mean of mean show the practice is in relation to or the practical ideal types above average (3.7), there some elements within the categories whose mean result found out to be below the assumptive mean 3. These are referred from table 4.2 to table 4.9. In line with the practical ideal types, which have been taken as best practices, the CBE's SP program found out to be lacks the following points; formal mentoring, regular competency requirement assessment, assigning a responsible coordinator in each unit, and applying carrier counseling.

2. To investigate the association between the succession planning and measures of succession planning, the inferential statistics revealed the following points;
 - Regarding the relationship between the independent variables, table 4.1.6 clearly shows that figures with the symbol ** indicate that each of the variables are significantly correlated with each other at a significance level of $p < 0.01$.
 - While Top Management participation & Support, Needs Driven Assessment, Provide Formal Professional Development Opportunities have strong relation with the dependent variable (succession planning in practice) reaching up to 0.75 and the others (Focused on individual attention, Dedicated Responsibility, Extends to all levels of organization, Part of strategic and work force planning, Unique Public Sector Issues) are related to this variable reaching up to 0.5.

In general, the result of the correlation analysis indicated that the variables employed as practical ideal types of succession planning were practical to examine the succession planning efforts in the bank.

3. In response to challenges to implementing succession planning, lack of formal mentoring, lack of clarity in selection, lack of awareness among all employees, lack of systematized information, resistance to change, and lack of proper follow up were the major challenges as identified by respondents in the open-end response of the questionnaire as well as in focused interview.

5.2. Conclusion

Succession management is a relatively new but growing part of businesses efforts to develop internal talent, meet organizational needs, improve business results and become more strategically responsive.

This research aimed at assessing the practice of succession planning HRM of CBE. To achieve the purpose of the study, the practical ideal type of succession planning was employed as a frame work. The frame work served as an important tool to gauge the practice of CBE succession planning efforts at CBE with the practical best practices as reviewed from the works of various scholars and developed by Lay(2002).

For this purpose the writer adopted mixed research designs. Based on this a questionnaire was designed and distributed to participants to collect the data. Research tools such as mean, standard deviation, and correlation coefficient, were utilized using SPSS version 20.

The overall assessment of the practical ideal types of Succession program (mean of mean value 3.7), as it was served to gauge the practice with best practices, is positively reflected in the implementation of the program. Evidently, there was a strong

correlation between the predictors (eight categories of succession planning) and succession planning.

Regarding the second objectives, i.e. whether the independent variables (components of succession planning) have association or explaining the succession planning efforts in the context of Commercial Bank of Ethiopia, the inferential statistics revealed that the, the result of Pearson correlation coefficient revealed that there was significant positive correlation among the components of succession planning in the bank to the error level of about 0.001, but still with some variation. This suggests the independent variables employed as theoretical measures of succession planning were practical to examine the succession planning efforts in the bank.

However, this study found out gaps that need to be improved so that an effective implementation of the program will be attained. The succession planning program needs to be communicated to all employees at all level, as per the action plan CBE must undertake a regular assessment of competency requirement of different leadership positions, put a formal mentoring, Career paths should be common knowledge among all employees, and the program should be extended to all levels in the organization.

This study was limited to study only the assessment of succession planning in relation to the practical ideal types of succession planning at the bank. But other researchers may take the initiative to study other aspects of the implementation such as the effectiveness of succession planning at the bank using both qualitative as well as quantitative research methods.

5.3. Recommendation

On the basis of the findings derived and conclusions drawn with regard to Succession Planning practices at CBE, the following recommendations are made with the hope that implementation would address the problems identified.

- The issue of succession planning should not be limited to succession candidates of senior and middle positions but need to involve all employees. This helps to increase awareness, create a sense of ownership, be part of organization culture, and serve as a motivation to retain qualified employees and leaders. The lacks of understanding include not only lower level but also upper levels and hence CBE should thoroughly educate top and middle managers on the elements of that succession plan.
- Improve communication regarding opportunities/career paths between top management and lower-level employees. Therefore, CBE must establish formal mentoring at every level within the organization. This will allow employees to gain the required skill knowledge, and important to gain confidence in completing their jobs satisfactorily. The bank needs to put much effort in accommodating the interest and goals of individual. Moreover, employees need to be encouraged to realize their carrier paths.
- The present work and competency requirements of different leadership positions need to be regularly assessed. Obviously, Succession planning initiative is a process and this entails the evaluation of the program as specified in the action plan. Therefore, CBE need to make a regular assessment of what positions are mission critical and what skill sets are necessary for performing the duties required of those positions.
- The management should exhibit interest in each employee's career goals/desires. Employees' aspirations should be of the utmost importance to management, as they may choose to advance within the agency if given the opportunity to do so.

Thus, a mechanism must be set up to allow employees express their interests or career goals through performance appraisal or submit their own career goals in writing to program coordinator/succession planning department.

- The organization need to benefited from the formal succession planning process and focus much on- job training, formal mentoring, ensure a performance culture, invest in the tools and technology that support, and establishing a company-wide program.

In general, the recommended actions based on the practice include; elements in the practical ideal type categories need to be implemented were establishing formal mentoring, undertaking regular competency requirement assessment, assigning a responsible coordinator in each unit, applying carrier counseling, and utilizing carrier path planning as an incentive. Similarly, the elements that need to be improved include communicating of SP program to all levels, increasing diversity, encouraging participants to submit their own carrier goals, and extend SP program to all levels.

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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

MASTERS OF HUMAN RESOURCE MANAGEMENT PROGRAM

A Questionnaire for Assessing Succession Planning (SP) Efforts at Commercial Bank of Ethiopia(CBE)

Dear Participant,

You are kindly requested to take part in this unique study. The objective of this survey is to understand the status and issues of succession planning and management efforts at CBE.

Succession Planning is a process of identifying and developing candidates for key leadership and professional positions over time to ensure the continuity of management (Georgia Merit System, 2005).

Your response will be treated as strictly confidential and will be used only for academic purpose i.e. **in partial fulfillment of the requirement for MA in Human Resource Management.**

If you have questions, feel free to call me (0911 813355) or email me via solomonallabo@gmail.com

Thank you for your time,

SECTION ONE - General information

1. Gender
 - Male
 - Female
2. Age Groups
 - <25



በአዲስ አበባ ዩኒቨርሲቲ የንግድ ሥራ ትምህርት ቤት

የሰው ሀይል አስተዳደር ማስተር ድግሪ መርሀ ግብር

በኢትዮጵያ ንግድ ባንክ የተተኪ አመራር ትግበራ ሁኔታ ለመዳሰስ ተዘጋጀ መጠይቅ

ውድ ተሳታፊዎች፦

የዚህ መጠይቅ ዋና አላማ በኢትዮጵያ ንግድ ባንክ የተተኪ አመራር ትግበራ መዳሰስ ሲሆን እርስዎም በዚህ ጥናት ላይ እንዲሳተፉ በአክብሮት ተጋብዘዋል።

ተተኪ አመራር ፕሮግራም ማለት የአመራር ቀጣይነት ለማረጋገጥ በአመራርነት ቦታ እንዲሁም አላማ ፈጻሚ በሆኑ ቁልፍ ስራ መደቦች ላይ ተተኪ ለመለየት፣ ለማብቃትና ለመተካት ወይም ለማፍራት የሚደረገው አጠቃላይ ጥረት /የሰራ ሂደት ነው።

ጥናቱ የሰው ሀይል አስተዳደር ማስተር ድግሪ መርሀ ግብር ጥናታዊ ጽሁፍ ማሟያ በመሆኑ የሚሰጡት ምላሽ ፍጹም ሚሰጠራዊነቱ እንደሚጠበቅ ቃል እየገባሁ ጊዜውን ሰውተው ስለተባበሩኝ ምስጋናዬ የላቀ ነው።

አመሰግናለሁ!!

ክፍል - 1 አጠቃላይ መረጃ

1. ጾታ

- ወንድ
- ሴት

2. እድሜ

- ከ 25 በታች

- 25 to 35
 - 36 to 40
 - 41 to 50
 - > 51
3. What is the highest level of education you have completed?
- Diploma
 - First Degree
 - Second Degree
 - Other, Please specify _____
4. Year of service in the organization <2 3 - 5 6 -10 11-15 > 16 years
5. Your current Job position/Level
- Top manager
 - Middle manager
 - * Line manager
 - If other

SECTION Two - SP practices

INSTRUCTIONS: The following sets of statements are the main components of an effective succession planning efforts which serve as markers against the SP practices of CBE. Please rate how strongly you agree or disagree with each of the following statements by placing a check mark "X" in the appropriate box.

No.	Practical ideal categories	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1.	Top management participation & support: This is explained in terms of any managerial efforts in giving direction and follow up of SP efforts in the organization.					
	• CBE Board recognizes need for program.					
	• SP program in CBE enjoys top management participation and support.					
	• CEO displays verbal and written support of program.					
	• Top management gives direction and follows up of SP efforts in the organization.					
	•					

- h25 እስከ 35
- h36 እስከ 40
- h41 እስከ 50
- h 51 በላይ

3. ከፍተኛ የትምህርት ደረጃ

- ዲፕሎማ
- መጀመሪያ ዲግሪ
- ሁለተኛ ዲግሪ
- ሌላ ካለ.....

4. የስራ ልምድ

- h2 ዓመት በታች . ከ11 እስከ 16 ዓመት
- h3 እስከ 5
- h6 እስከ 10

5. የስራ መደብ/ደረጃ

- ከፍተኛ አመራር መካከለኛ አመራር
- ዝቅተኛ አመራር ሰው ሀይል ልማት ባለሙያ
- ሌላ ካለ

ክፍል - 2 የተተኪ አመራር ትግበራ ሁኔታ

ማሳሰቢያ፡ ከዚህ በታች የተዘረዘሩት አረፍተ ነገሮች ውጤታማ ተተኪ አመራር ፕሮግራም ሊያሟሉ የሚገባቸው ነጥቦችን የሚገልጹ ሲሆን እረስዎም ከአረፍተ ነገሩ በትዕይዩ ሳጥን በጣም አልስማማም እስከ በጣም እስማማለሁ በሚል ያለዎትን ሃሳብ ወይም አመለካከት እንዲስቀምጡ ይጠየቃሉ።

ተ/ቁ	መስፈርቶች	በጣም አልስማማም	አልስማማም	መወሰን ይቸግረኛል	በመጠኑ እስማማለሁ	ሙሉ በሙሉ እስማማለሁ
1.	<p>የበላይ አመራሩ ተሳትፎና ድጋፍ፡- የድርጅቱን ተተኪ አመራር የማፍራት እቅድ በተመለከተ የበላይ አመራሩ አቅጣጫ ከማስቀመጥና አፈጻጸሙን ከመከታተል አንጻር የሚያደርጋቸውን ማንኛውንም ጥረቶች ይመለከታል።</p> <p>• የኢትዮጵያ ንግድ ባንክ ቦርድ የፕሮግራሙን አስፈላጊነት በተመለከተ እውቅና ይሰጣል።</p>					

No.	Practical ideal categories	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
2.	Needs Driven Assessment: is one aspects of SP effort to identify which positions in the agency are mission critical through an agency assessment or external benchmarking.					
	<ul style="list-style-type: none"> • SP program in CBE identified positions in need of a succession plan before implementation. 					
	<ul style="list-style-type: none"> • CBE undertook benchmarking, studies of other organization’s succession planning programs before implementation. 					
	<ul style="list-style-type: none"> • The present work and competency requirements of different leadership positions are regularly assessed. 					
3.	<p>Provide Formal Professional Development Opportunities: This is in terms of formal development opportunities such as training, conducting ‘lessons learned’ meetings, developing job aids, and formal mentoring program.</p>					
	<ul style="list-style-type: none"> • CBE provides employees with the opportunity to develop and advance their skills 					
	<ul style="list-style-type: none"> • Participants in SP have a mentor from within the organization. 					
	<ul style="list-style-type: none"> • Development Opportunities in CBE helps individuals realize their career plans within the division. 					
	<ul style="list-style-type: none"> • CBE puts clear timeframes and periodic evaluation to monitor the effectiveness of the development program 					
4.	<p>Focused on individual attention: This refers to the consideration of individual needs in SP program</p>					
	<ul style="list-style-type: none"> • Program participants discuss training needs with supervisor and program coordinator. 					
	<ul style="list-style-type: none"> • Participants submit their own career goals in writing to program coordinator/succession planning department. 					
	<ul style="list-style-type: none"> • Employees are encouraged to develop skills that will take them beyond current position. 					
	<ul style="list-style-type: none"> • CBE places a personal responsibility on the employee to ensure that their career goals are achieved 					
5.	<p>Dedicated Responsibility: dedication that is required to ensure the program.</p>					
	<ul style="list-style-type: none"> • There is a recognized program coordinator assigned to keeps plan current. 					
	<ul style="list-style-type: none"> • Adequate funds are allotted in the budget for program. 					
	<ul style="list-style-type: none"> • CBE relies on a computerized system to plan/track progress of SP effort 					

ተ/ቁ	መስፈርቶች	በጣም አልሰማም	አልሰማም	መወሰን ይቸግረኛል	በመጠኑ እሰማለሁ	ሙሉ በሙሉ እሰማለሁ
	<ul style="list-style-type: none"> የተተኪ አመራር የማፍራት ፕሮግራም በበላይ አመራሩ ተሳትፎ ይመራል፤ ድጋፍ ይደረግለታል። 					
	<ul style="list-style-type: none"> ዋና ስራ አስፈጻሚው በጽሁፍና በቃል ለፕሮግራሙ እውን መሆን ድጋፍቸውን ይገልጻሉ። 					
	<ul style="list-style-type: none"> የበላይ አመራሩ ፕሮግራሙን ለመተግበር በሚደረገው ጥረት አቅጣጫ ያስቀምጣል፤ ይከታተላል። 					
2.	<p>ፍላጎትን መሰረት ያደረገ ዳሰሳ፡- ይህ የተተኪ አመራር ፕሮግራም ክፍልና ድርጅቱን እንዳጠቃላይ በመዳሰስ ወይም ከውጭ መነሻ የሚሆን ተሞክሮ በመቀመር ወሳኝ የስራ መደቦችን የመለየት ሂደት ነው።</p> <ul style="list-style-type: none"> • በኢትዮጵያ ንግድ ባንክ የተተኪ አመራር ፕሮግራም ከመተግበሩ አስቀድሞ ባንኩ በአቅዱ መካተት ያለባቸውን የስራ መደቦች ለይቷል። • የኢትዮጵያ ንግድ ባንክ ፕሮግራሙን ከመተግበሩ አስቀድሞ የፕሮግራሙን አፈጻጸም በተመለከተ መለኪያ ደረጃ አስቀምጧል፤ የሌላ ድርጅቶችን የተተኪ አመራር ፕሮግራም ላይ የተሞከሮ ጥናት አድርጓል። • በአሁኑ ወቅት ላሉት የስራና ለተለያዩ የአመራር ወሳኝ የስራ መደቦች የሚያስፈልጉ የብቃት መስፈርቶች በተመለከተ በየጊዜው የዳሰሳ ስራ ይሰራል። 					
3.	<p>የተተኪ አመራር ፕሮግራም መደበኛ የባለሙያዎች ማብቃት አሰራር እንዲኖር እድል ይፈጠራል፡- ይህ ማለት ባለሙያዎችን ለማብቃት መደበኛ ስልጠና፣ የልምድ መለዋወጫ መድረኮች፣ የስራ ዕገዛ የሚረዱ ማዘጋጀትና የላቀ ልምድ ያላቸው በመደበኛነት የአመራር ድጋፍ የሚሰጡበት ፕሮግራሞችን ያጠቃልላል።</p> <ul style="list-style-type: none"> • የኢትዮጵያ ንግድ ባንክ ሰራተኞች ችሎታቸውን የሚያሳድጉበትና የሚያዳብሩበትን እድል ይሰጣል። • ተተኪ ማፍራት ፕሮግራሙ ላይ ለሚሳተፉ ሰራተኞች በስራ ላይ ድጋፍ የሚሰጥ/የሚበቃ ሰው ከውስጥ ይመደብላቸዋል። • ለሰራተኞች የእድገት እድሎች መኖር ሰራተኞች በስራ ክፍሎቻቸው ለማደግ የእድገት መሰላል ዕቅዳቸውን እንዲያጤኑ ረድቷቸዋል። • የተተኪ አመራር የማፍራት ፕሮግራም በበላይ አመራሩ ተሳትፎ ይመራል፤ ድጋፍ ይደረግለታል። 					

No.	Practical ideal categories	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
6.	<p>Extends to all levels of organization: This is to refer to the extent to which SP program involves various levels in the organizations.</p> <ul style="list-style-type: none"> • SP Program seeks talent from every level in the organization. • There is open communication and knowledge of SP initiatives. • SP Program extends to all levels rather than being restricted to top positions only. • CBE created a feeling of shared ownership of SP process before it is implemented 					
7.	<p>Part of strategic and wok force planning: This is to indicate SP is included in workforce and strategic plans as a means of addressing staffing gaps and setting measurable goals and timeframes.</p> <ul style="list-style-type: none"> • SP program of CBE has a clear mission statement and goals that connects the succession plan to the strategic plan • CBE strategic plan determines which positions will be in succession plan • SP program have written purpose statement and measurable goals • SP program in CBE is integrated with the organization culture 					
8.	<p>Unique Public Sector Issues: Issues that state agencies must address in SP initiatives.</p> <ul style="list-style-type: none"> • SP initiatives in CBE focus on career path, rather than on specific position. • CBE utilizes career path planning as an incentive to retain its employees • SP program in CBE encourages the advancement of diverse groups/sex, age, experience, and so on). 					

9. How well is CBE currently conducting succession planning and management processes?

1. Very poorly

2. Inadequately

3. Adequately

4. Very well

ተ/ቁ	መስፈርቶች	ሙሉ በሙሉ አልሰማም	አልሰማም	መወሰን ይቻላል	በመጠኑ አሰማለሁ	ሙሉ በሙሉ አሰማለሁ
	<ul style="list-style-type: none"> • ባንኩ የተተኪ አመራር ፕሮግራም አፈጻጸም ውጤታማነት በየጊዜው ለመከታተል ግልጽ የጊዜ ሰሌዳ አውጥቶ ይተገብራል። 					
4.	<p>የተተኪ ማፍራት ፕሮግራም በግለሰቦች ዝንባሌ ላይ ያተኩራል፡- ይህ ማለት የተተኪ ማፍራቱ ፕሮግራም ከተጠሙ ባሻገር የግለሰቦችን ፍላጎት ከግምት ያስገባል።</p> <ul style="list-style-type: none"> • የፕሮግራሙ ተሳታፊዎች የስልጠና ፍላጎታቸውን በተመለከተ ከበላይ ሃላፊዎቻቸውና ከተተኪ ማፍራት ፕሮግራም አስተባባሪዎች ጋር ይመክራሉ። • የፕሮግራሙ ተሳታፊዎች የእድገት ደረጃ ፍላጎት እቅዳቸውን ለተተኪ ማፍራት ፕሮግራም አስተባባሪዎች ወይም የሰራ ክፍል በጽሁፍ ያቀርባሉ። • የመሰሪያ ቤቱ ሰራተኞች ካሉበት የሰራ ደረጃ ወደ ተሻለ የሰራ ደረጃ መድረስ እንዲችሉ፣ ከህሎታቸውን እንዲያሳድጉ ይበረታታሉ። • የኢትዮጵያ ንግድ ባንክ ሰራተኞች የደረጃ እድገት ግባቸውን ለማሳካት የሚያደረገው ጥረት እንዲሳካ እያንዳንዱ ሰራተኛ በግል ሃላፊነቱን እንዲወስድ አድርጓል። 					
5.	<p>በቁርጠኝነት መፈጸም፡- የፕሮግራሙን ስኬት ለማረጋገጥ ቁልፍ ሀብቶችን/በጀት፣ሰው ሀይል... /ማዋል።</p>					
	<ul style="list-style-type: none"> • እቅዶችን ወቅታዊ ማድረግ እንዲቻል ታዋቂ የፕሮግራም አስተባባሪ ተመድቧል። 					
	<ul style="list-style-type: none"> • ድርጅቱ ለፕሮግራሙ ማስፈጸሚያ በቂ በጀት መድቧል። 					
	<ul style="list-style-type: none"> • የተተኪ ማፍራት ፕሮግራሙን ለማቀድና የሰራውን አፈጻጸም ለመከታተል የሚያደረገው ጥረት በኮምፒዩተር ሲሰተም የታገዘ ነው። 					
6.	<p>የተተኪ ማፍራት ፕሮግራም ሁሉንም የድርጅቱ መዋቅርና የሰራ ደረጃዎች ያካተተ ስለመሆኑ፡- የተተኪ ማፍራት ፕሮግራሙ በድርጅቱ ውስጥ በሚገኙ የተለያዩ ስራ ደረጃዎች ላይ መተግበሩን በተመለከተ</p>					
	<ul style="list-style-type: none"> • የተተኪ ማፍራት ፕሮግራሙ በየደረጃው ልዩ ከህሎት ያላቸውን ያካተተ ነው። 					
	<ul style="list-style-type: none"> • የተተኪ ማፍራት ፕሮግራም በተመለከተ የተሻለ ግንዛቤና የጋራ መግባባት ተፈጥሏል። 					

10. What do you feel are the short comings of the SP program being followed in your organization (CBE)? Please specify

11. Are there any other comments you would like to make about your SP program not covered in the questions above?

Thank you for completing this questionnaire

Solomon Teka ; +251 0911 813355

ተ/ቁ	መስፈርቶች	ሙሉ በሙሉ አልሰማም	አልሰማም	መውሰን ይቻላል	በመጠኑ አሰማለሁ	ሙሉ በሙሉ አሰማለሁ
	<ul style="list-style-type: none"> የተተኪ ማፍራት ፕሮግራሙ በበላይ አመራር ደረጃዎች ላይ የታጠረ ሳይሆን በሁሉም የስራ ደረጃዎች የሚተገበር ነው። 					
	<ul style="list-style-type: none"> የኢትዮጵያ ንግድ ባንክ የተተኪ ማፍራት ፕሮግራሙን ከመተግበሩ አስቀድሞ በድርጅቱ የጋራ ባለቤትነት ስሜት እንዲፈጠር አድርጎልኩ። 					
7.	<p>የተተኪ ማፍራት ፕሮግራሙ የስትራቴጂክና የስራ ሃይል እቅድ አካል ስለመሆኑ፡- የተተኪ ማፍራት ፕሮግራም የሰው ሃይል ክፍተቱን ለማወቅና የተመጠኑና በጊዜ የተገደቡ ግቦችን ለማስቀመጥ እንዲረዳ በተገኘው ስትራቴጂውና በሰው ሃይል እቅዱ ውስጥ መካተቱን ለማመልከት ነው።</p>					
	<ul style="list-style-type: none"> የኢትዮጵያ ንግድ ባንክ የተተኪ ማፍራት ፕሮግራሙ የተተኪ ማፍራት እቅዱንና ስትራቴጂክ እቅዱን ለማገናኘት ግልጽ የሆኑ ተልእኮና ግቦች ያሉት ነው። 					
	<ul style="list-style-type: none"> የኢትዮጵያ ንግድ ባንክ ስትራቴጂክ እቅድ በተተኪ ማፍራት እቅዱ የሚካተቱ የስራ መደቦችን ይወስናል። 					
	<ul style="list-style-type: none"> የተተኪ ማፍራት ፕሮግራሙ የተጻፈ አላማና የሚለኩ አላማዎች አሉት። 					
	<ul style="list-style-type: none"> የተተኪ ማፍራት ፕሮግራም ከድርጅቱ ባህል ጋር ተዋህዷል። 					
8.	<p>ልዩ የመንግስት ተቋማት ጉዳዮች፡- የመንግስት ተቋማት የተተኪ ማፍራት ፕሮግራም ጋር በተያያዘ ሊተገብላቸው የሚገቡ ጉዳዮችን ያመለክታል።</p>					
	<ul style="list-style-type: none"> የተተኪ ማፍራት ፕሮግራም በኢትዮጵያ ንግድ ባንክ ሲተገበር በተመረጠ የስራ መደብ ላይ ሳይሆን የስራ እድገት መሰላል መሰረት ያደረገ ነው። 					
	<ul style="list-style-type: none"> የኢትዮጵያ ንግድ ባንክ የስራ እድገት መሰላል እቅድን ሰራተኞቹን አቆይቶ ለመያዝ እንደ ማበረታቻነት ይጠቀምበታል። 					
	<ul style="list-style-type: none"> በኢትዮጵያ ንግድ ባንክ የተተኪ ማፍራት ፕሮግራም ትግበራ በጾታ፣እድሜ፣የልምድና የመሳሰሉት ልዩነቶች መገልበት/ግምት ውስጥ መግባት ያበረታታል። 					

9. የኢትዮጵያ ንግድ ባንኩ የተተኪ አመራር ዕቅድ አፈጻጸም እንዴት ይገመገሙታል?

- በጣም ደካማ
- ደካማ
- ደህና
- በጣም ጥሩ

10. የተተኪ አመራር ዕቅድ አፈጻጸም ላይ የሚስተዋሉ ተግዳሮቶችን ቢገልጹ

11. ተጨማሪ አስተያየት ካለ

ስለ ትብብርዎ በድጋሚ አመሰግናለሁ!!

ስለሞን ተካ 0911 813355