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# EGERTON UNIVERSITY

## SUCCESSION PLAN POLICY

2013

*Transforming Lives Through Quality Education*  
Egerton University is ISO 9001:2008 Certified

# **EGERTON UNIVERSITY**

## **SUCCESSION PLAN POLICY 2013**

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## **I BACKGROUND**

Succession Planning is an important function in any organization. This process helps identify the right candidates to place in an in-house talent pool to take over leadership should someone in a key position exit from the Institution. A common scenario for succession planning is when a key leader is about to retire, or when service contracts come to an end or in an emergency situation when the leader is suddenly incapacitated or exits the University on short notice.

Owing to certain environmental dynamics it has become necessary for the University to institute a framework for succession planning. Egerton University has grown in both students and staff numbers. This growth in both staff and student numbers that has led to the creation of University campuses and hence an increase in staff requirements. Competition from other players in the education industry has opened up more opportunities that has caused key staff to leave for higher posts. This has led to the need for succession planning in the institution. Succession planning helps the University develop '*bench strength*' for ready now candidates to replace staff leaving as a result of planned and unplanned departures. Lack of succession planning causes a risk to the continuity, performance and competitiveness of the University in accomplishing its strategic plans and fulfilling its vision and mission.

## **II UNIVERSITY MISSION, VISION AND CORE VALUES**

The University Mission is to generate and disseminate significant knowledge and offer exemplary education that contributes to national and global development.

The University envisions being a world class university for the advancement of humanity.

The University core values are passion for excellence, professionalism, devotion to duty, integrity, transparency, accountability and social fairness.

### **III OBJECTIVES OF SUCCESSION PLANNING POLICY**

Succession Planning is a component of Human Resource Planning and it is about managing risk caused by planned and unplanned human resource departures that deprives the organization of key skills, continuity and performance and hence a competitive edge against its competitors. It should not only focus on talent management but should include staff development initiatives in order to achieve a systematic approach to succession planning. The main objectives of succession planning are:

1. To ensure high quality replacements for those individuals who currently hold positions that are key to the organization's success at management levels and other levels identified by managers.
2. To develop individuals within the organization who hold the skills and potential to rise within the organization and to nurture their advancement.
3. To develop key talents, competencies, skills and knowledge required of each person occupying key position within the University.
4. To increase the pool of talented employees to fill key positions in the University.

5. To develop effective staff retention practices.
6. To preserve institutional/organizational memory and ensure continuity.
7. To ensure long-term commitment to the University by staff.
8. To enhance internal market through promotions, career opportunities and development.

#### **IV GUIDING PRINCIPLES**

Staff within the University will be given priority when filling key leadership positions that fall vacant. The University will help individuals to prepare themselves to qualify for higher levels of responsibility, through training and development, job assignment, job enrichment and rotation, mentoring and coaching.

It will be the responsibility of the staff to perform well in their current job/position while preparing themselves to meet new challenges to higher levels of responsibility. Employees must demonstrate high potential or ability that will enable them to achieve success. Potential candidates must possess critical skills, knowledge, ability, aptitude, values, motivation, initiative, self-control, work style attitude that contributes to exemplary work performance. The positions will be filled on competitive basis in a transparent manner.

#### **V SCOPE**

This policy covers all staff in the University.

## **VI RESPONSIBILITY FOR SUCCESSION PLANNING**

The leadership responsibility for succession planning rests with the University Council with its work delegated to the Vice-chancellor.

It will be the responsibility of each Head of Department to develop an organogram for use in staff development plans, building a pool of talents from where potential candidates for leadership positions will be identified, and in filling positions whenever they fall vacant due to planned or unplanned absences.

The University Staff Appraisal Instrument will be used to identify and recommend individuals who can be developed for future leadership responsibility.

Human Resource Plans will be used in conjunction with the staff establishment when filling position that fell vacant. There will be annual reviews of staff positions in the University.

## **VII SUCCESSION PLANNING STRATEGIES**

The strategies include:

- (I) Forecasting of human resource needs
- (ii) Carrying out training needs analysis and continuous human resource audits.
- (iii) Developing clear career paths for all staff.
- (iv) Skills and competency development;
- (v) Creating a learning organization; and

(vi) Reviewing employees performance continuously.

## **(VIII) IMPLEMENTATION**

The successful implementation of the policy will be achieved through the following:

(I) Skills and competency development i.e. through mentoring programmes, executive coaching, leadership development programmes, delegation and team building.

(ii) Effective annual performance appraisal and feedback systems with commensurate rewards.

(iii) Carrying out frequent employee satisfaction surveys and exit interviews.

(iv) Training and development of staff

(v) Reviewing the staff establishment and filling the vacant positions, abolishing redundant positions or creating new posts.

(vi) Analysis of the human resource forecast annually.

## **(IX) POLICY REVIEW**

This policy will be reviewed after every 3 years.



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