COUNTY GOVERNMENT
OF BUNGOMA

COUNTY ASSEMBLY OF BUNGOMA

CAREER PLANNING AND SUCCESSION MANAGEMENT POLICY

DECEMBER, 2023

COUNTY ASSEMBLY SERVICE BOARD

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FOREWORD

This strategy and policy is timely given the increasing need for succession planning and management; globalization on sustainable developments and inclusive growth; high youth unemployment; changing expectation on service delivery; technological improvements; financial demands, cutbacks by National Government and the implication of the new governance system of devolution in Kenya.

The importance of effective succession planning and management to the Service cannot therefore be overstated. International research into the roll out of succession management in public service environments has consistently highlighted the significance of human resource planning; competency based human resource management and integrated recruitment, selection, career progression and succession planning policies to achieve quality and efficiency of the Public Service.

The main objective of this Policy is therefore, to initiate a proactive planning process involving critical work force positions by developing a pool of potential successors and encouraging a culture that supports knowledge transfer and employee development in the Service .

The interventions made in this policy will ensure that the Service embraces change as part of talent retention and succession planning strategy; has the right number of staff in the right places and at the right time with the right skills, knowledge and attributes to perform various roles with utmost efficacy; mainstream Human Resource Planning (HRP) in all Departments; and assists individuals realize their career plans and aspirations within the Service.

Hon. Emmanuel Situma (Speaker)

Chairman, County Assembly Service Board (CASB)

PREFACE

Succession Management is a key component of an effective public service and as an institution we recognize human capital as the most valuable asset. Human resource is a key component in delivery of services.

In this regard, one of the roles of the Service is to create a governance framework that guarantees security and stability, peace, effective macro-economic management, rule of law, respect for human and property rights, among other issues.

In order to enhance efficiency and operational capacities, the County Assembly Service Board has invested in human resource planning and collaborations.

The service has diligent and committed members of staff who work towards the realization of the goals and objectives of the institution.

The successful implementation of the Succession Management policy will therefore go a long way in addressing and giving guidance on matters that may arise.

Thank You.

Charles W. Wafula

Secretary, County Assembly Service Board

ACRONYMS

HRP - Human Resource Planning

HR - Human Resource

CHRP - Certified Human Resource Professional

DEFINITION OF TERMS

Succession	Means the process of inheriting a job title or an office
Planning	Means the process of making plans for something
Management	Means the process of dealing with or controlling things or people

CHAPTER ONE

1.0 INTRODUCTION

In an environment of rapid change, one of the main fears of organizational leadership is ensuring organizational sustainability, flexibility and responsiveness in delivering services. Ability to deliver services within a rapid changing environment calls for a deliberate and structured way of ensuring that an organization has the right number of staff with the right skills and competence mix at all-times. Human resources planning have therefore become a major preoccupation in organizations as they endeavor to align the human resource with the mandate of the institution.

A key component of Human resource planning is succession management which ensures organizational and institutional readiness, flexibility and responsiveness in delivery of services. Succession management involves two key activities: tracking pivotal roles that are emerging as "resource pressure points" and proactively sourcing and developing a strong talent pool of human resource.

Leaders and managers therefore, need to manage employee succession effectively to ensure continuous availability of leadership, management and technical capacity to deliver services. Organizations and institutions that have an effective succession management system will positively impact on long-term leadership quality, managerial capabilities and overall organizational performance.

Succession management is therefore, an important human resource management strategy that is geared towards ensuring continuation of effective service provision to the citizenry. Absence of succession management plans and the resultant gaps in terms of numbers, skills and competencies arising from both expected and unexpected exit which can lead to disruption and subsequent sub-optimal outcome in the delivery of Government business. Forward human resource planning helps to develop a diverse workforce better equipped to respond well to emerging challenges and manage succession.

1.1 Background

The County Assembly has made efforts in addressing the issues of succession management as the governance systems and development of the assembly.

In an endeavor to address the emerging succession management issues, the assembly has developed a Succession Management Policy whose key recommendation is the mainstreaming of human resource planning in the Service.

The policy once fully implemented will address the compounding succession management challenges.

The County Assembly Service is facing succession management challenges manifested in a number of ways, namely:-

i) Staffing gaps in the grading structures particularly at higher levels;
ii) Stagnation of staff;
iii) Mismatch of skills and jobs;
iv) Shortage of relevant skills and competences in some cadres.
v) Concentration of employees on a specific age group
vi) Inadequate human resource planning;
vii) Poor career management;

It is in light of the above that it has been found necessary to develop a succession management strategy for the Service. This strategy document seeks to address the emerging Succession Management challenges.

1.2 Objectives of the Succession Strategy and Policy

The main objective of this strategy document is to provide strategies to address the existing and future succession management challenges.

Specific objectives hereto are:-

i) Institutionalize human resource planning aligned to organizational strategic goals;
ii) Ensure the best fit between employees and the jobs;
iii) Develop a pool of potential successors to support knowledge transfer and employee development;
iv) Develop internal capability to ensure organizational preparedness to changing roles and competitiveness;
v) Provide stability in leadership and other critical positions to sustain a high performing Service and ensure uninterrupted delivery of services and

programmes; and

vi) Attract and retain talented, competent and knowledgeable employees in the service.

1.3 Scope of the Policy

This policy will apply to all County Assembly employees.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 Preamble

This Chapter highlights the current situation in the Service in so far as Succession Management challenges are concerned. It also explores efforts by Service to address issues of Succession Management.

2.1 Inadequate Human Resource Planning

Human Resource Planning (HRP) is a critical function in all organizations since it ensures that an organization has the right people in the right jobs at the right time. Organizations should therefore, not only define what will be accomplished within a given time-frame, but also the numbers, skills and competencies required to achieve the targets.

This also entails anticipating possible future developments and maintaining a well-structured workforce of an appropriate size, which is able to meet the changing needs of the Service in a cost efficient manner.

The demand for quality Services has necessitated the need for the right number of staff at the right place and at the right time. This calls for knowledgeable employees with the right skills, competencies and experience in work performance.

Gaps in staffing as a contributor to succession management challenges may also be attributed to a number of factors which are highlighted hereunder.

2.1.1 Leadership and Management Development Programmes

Leadership play a key role to Succession Management in the Service as leaders are the drivers of organizational success. Leadership development facilitates building of capacity of individuals who perform leadership roles and their successors in Departments and sections. The Service however, does not have adequate programmes on leadership development to build capacity of officers to take up leadership roles.
In addition, Service has been experiencing reduced funding for training and capacity building. As a result, an engagement consultancy service has been considered.

2.2. Career Management

Career Management is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment for purposes of career growth of staff and attainment of organizational goals and objectives. Career Management is critical as it impacts on motivation as well as retention of suitably qualified staff and therefore, a key component of succession management. Career management in the Service has however, not been quite effective leading to staff stagnation and subsequently becoming a succession management challenge.

The challenge of ineffective career management and succession management can be addressed through:

2.1.1. Acting/Special Duty Appointments

The gaps resulting from ineffective career management can be partly addressed by calling upon officers to take up appointments on acting capacity on the higher grades

2.1.2 Re-designations

This can be used to allow staff to realign their skills with the jobs by facilitating them to re- designate to cadres where their skills are appropriate. The intervention however, is staff driven and therefore, does not address the succession issue

2.3 Shortage of Skills and Competences

Training and acquisition of skills, competences and knowledge involves the integrated use of training, coaching, instructing and putting in place career development strategies to improve individual, group and organizational effectiveness.

Its main objective is to develop key competencies that enable individuals perform current and future jobs through planned activities.

The service has to identify gaps for critical positions and put in place targeted programmes.

Technical skills and competences to a large extent have been neglected thereby compromising competency requirements of different cadres.

Proper knowledge management is a process of creating, sharing, using the information for the benefit of the organization. In cases where skills, competences and knowledge have been acquired however, there are no adequate systems and mechanisms to harness, share and apply such knowledge.

Talent management is critical in ensuring utilization of competences. It is a way of identifying, recruiting, retaining and developing persons with the right aptitude and abilities for the job. The Assembly however, lack structured system of attracting, retaining and developing people with the aptitude and abilities to meet current and future needs of the Service.

2.4 Mismatch of Skills and Jobs

There may be a mismatch between the skills held by an officer and the requirements to the job involving skill deficit. In some circumstances mismatch may involve overeducated and under educated.

CHAPTER THREE: SUCCESSION MANAGEMENT ISSUES AND STRATEGIES

3.0 Preamble

This chapter highlights strategic issues in succession management identified in the situation analysis. It also identifies the strategic objectives and the strategies for achieving them. The strategic issues include human resource planning, Staffing Gaps, Career Management, staff turnover and critical skills and competences.

3.1 Strategic Issue 1: Human Resource Planning

3.1.1 Strategic Objective: To institutionalize human resource planning in the Service aligned organizational strategic goals.

Strategy 1: Development of a Human Resource Plan linked to the strategic plan

Key Activities:

i) Develop and update the skills inventory;
ii) Identify requisite skills and competences to meet plan;
iii) Identify the gaps and requisite action required to address the gaps;
iv) Determine and mobilize resources required; and
v) Establish monitoring and evaluation framework.

Strategy 2: Development of Annual HR Plans aligned to strategic plans with clear budgetary requirements.

Key Activities:

i) Undertake workload analysis to determine optimal staffing levels;
ii) Conduct annual reconciliation of staff establishment records;
iii) Develop and update the skills inventory;
iv) Identify requisite skills and competences to meet strategic plan;
v) Identify the gaps and requisite action required to address the gaps; and
vi) Determine and mobilize resources required.

3.2 Strategic Issue 2: Staffing Gaps

3.2.1 Strategic Objective 2:

To ensure and maintain Optimal Staffing Levels with best fit between Employees and the Jobs.

Strategy 1: Linking Recruitment to Human Resource Plans

Key Activities:

i) Identify gaps in critical positions and implement targeted programmes to address the gaps;
ii) Introduce competency based recruitment and selection; and
iii) Undertake periodic review of secondment, attachment, benchmarking and study tours.

Strategy 2: Design and Review Leadership and Management Capacity Building Programmes

Key Activities:

i) Review and design additional leadership programmes; and
ii) Institutionalize coaching and mentoring programmes.

Strategy 3: Review and Harmonize the grading structure to eliminate disparities, job duplications and roles in the Service.

Key Activities:

i) Review and develop a harmonized grading structure in the Service based on Job Evaluation reflecting comparable positions; and
ii) Develop salary structure to accommodate horizontal salary progression.

3.3 Strategic Issue 3: Ageing Workforce

3.3.1 Strategic Objective

To ensure a pool of potential successors with requisite skills and competencies to replace those exiting the service and to support knowledge transfer, employee development and replacement.

Strategy 1: Replacement of Staff Key Activities:

i) Filling vacant positions in line with human resource plan;
ii) Prompt promotion of serving officers; and

Strategy 2: Introduction of Management Trainee Programme
Key Activities:

i) Design and develop a management trainee programme; and
ii) Recruit management trainees in line with the programme.

Strategy 3: Design and Implement a young professional programme
Key Activities:

i) Develop a young professional programme;
ii) Mainstream the young professional programme; and
iii) Monitor and evaluate programme.

Strategy 4: Design and implement a High Achievers Scheme
Key Activities:

i) Develop modalities and criteria of identifying and recognizing public officers with extra-ordinary ability in work performance, leadership and personal qualities;
ii) Design appropriate tools and instruments for assessing and validating High Achievers;
iii) Introduce rewards and awards to recognize public servants who have designed improved ways of doing business and displayed unique talents; and
iv) Develop a process audit mechanism and prepare audit reports.

Strategy 5: Design and Implement Emeritus programme
Key Activities:

i) Develop an emeritus programme;
ii) Mainstream the emeritus programme; and
iii) Monitor and evaluate the emeritus programme.

3.4 Strategic Issue 4: Career Management

3.4.1 Strategic Objective 4:

To ensure attraction and retention of qualified human resources in the Service and their advancement within their career paths.

Strategy 1. Review and develop career progression guidelines/schemes of service for all cadres.

Key Activities:

i) Develop distinct and concise job descriptions, clear accountabilities/responsibilities and academic, professional and competences required for appointment at each grade;
ii) Review and develop career progression guidelines/schemes of service for all cadres; and
iii) Sensitize staff on the reviewed and newly developed career progression guidelines/schemes of service.

Strategy 2: Train and Develop Staff.

Key Activities:

i) Undertake training needs assessment with focus on career progression guidelines/schemes of service;
ii) Develop training and development Programmes for career growth;
iii) Mobilize resources for training and development;
iv) Induct newly recruited staff; and
v) Coach and mentor staff.

Strategy 3: Promote staff Key Activities:

i) Declare and fill vacant positions promptly; and
ii) Enforce policy provision on the maximum period of acting and special duty.

3.5 Strategic Issue 5: Staff turnover in key Cadres

3.5.1 Strategic Objective 5

To ensure retention of key cadres within the Service

Strategy 1. Provide attractive terms and conditions of service for cadres experiencing high staff turnover

Key Activities:

i) Undertake exit interviews to establish reasons for turnover;
ii) Implement the recommendations arising from the exit interviews report; and
iii) Review and implement salary, benefits and incentives for cadres experiencing high turnover.

3.6 Strategic Issue 6: Skills and competences

3.6.1 Strategic Objective 6

To enhance Skills and competences for improved productivity and quality service delivery.

Strategy 1: Develop a talent Management Framework for the Service.

Key Activities:

i) Conduct a study to identify existing talent gaps;
ii) Recruit staff to fill the identified talent gaps;
iii) Identify and develop a pool of talents for succession;
iv) Develop a system to attract and retain unique talents; and
v) Sensitize staff on talent Management Framework.

Strategy 2: Develop a Competence based Framework for Service

Key Activities

i) Identify core competencies for service delivery in the Service ;
ii) Undertake needs assessment to identify competence gaps;
iii) Develop core competencies among management staff in the Service;
iv) Develop and Implement a competence base recruitment and selection system; and
v) Sensitize staff on competence based Framework.

Strategy 3: Develop a Knowledge Management Policy for Service in consultation with the SRC.

Key Activities:

i) Conduct a study to identify existing Knowledge Management gaps;
ii) Develop and Implement Knowledge Management Policy; and
iii) Sensitize staff on Knowledge Management Policy.

Strategy 4: Review the performance management System to inform competence, careers

and succession management.

Key Activities:

i) Review the performance management tools;
ii) Develop a clear framework for performance management system;
iii) Sensitize staff on performance management system; and
iv) Introduce performance management incentives and sanctions.

3.7 Strategic Issue 7: Mismatch of Skills and Jobs

3.7.1 Strategic Objective 7

Aligning skills with jobs

Strategy 1: Determine the extent of mismatch of skills to jobs

Key Activities

i) Undertake a survey in the Service to determine the extent of mismatch of skills to jobs; and
ii) Undertake deployment and re-deployment of task to match skills to the available jobs.

CHAPTER FOUR

INSTITUTIONAL FRAMEWORK

The following stakeholders will support implementation of the policy;

HR & A shall:

i) Review the strategy
ii) Provide guidelines on implementation of the strategy
iii) Monitor and implementation of the policy
iv) Provide feedback on implementation of the strategy and Implement the strategy and guidelines
v) Prepare and submit quarterly and annual M&E reports
vi) Prepare budgetary requirements for implementation

Management Committee shall:

i) Implement the strategy and guidelines
ii) Prepare and submit quarterly and annual M&E reports
iii) Prepare budgetary requirements for implementation

CHAPTER FIVE: MONITORING AND EVALUATION

Monitoring the implementation of the policy is crucial as it will provide feedback on its progress, effectiveness and impact. Hence, Succession Management interventions will be monitored and evaluated regularly to ensure that the stated goals and objectives are realized within the specified timelines.

A Monitoring and Evaluation (M & E) framework will be developed to guide the M & E process.

CHAPTER SIX: CONCLUSION

It is critical that Succession Management is mainstreamed within the broader human resource management development with a view of ensuring smooth progression of staff and to avoid the on-off reactive crisis interventions.

CHAPTER SEVEN: IMPLEMENTATION PLAN

This document contains succession management strategies that need to be implemented in the immediate, short term and long term periods as here under. Against these blue prints is the strategic plan that shall guide their day-to-day operations.

Succession Management priorities will be determined by the County Assembly as stipulated in the strategic plan.

The leadership in the departments must continuously monitor and collect data to whether the strategies are meeting the department's needs and evaluates succession planning outcomes based on established metrics.

REVIEW OF THE POLICY

Review of the policy will be done from time to time taking into account the emerging trends.

APPENDICES

APPENDIX 1: SUCCESSION MANAGEMENT IMPLEMENTATION ACTION PLAN

Strategy Activity output Responsible Timeframe

Strategy	Activity	output	Responsible	Timeframe

Strategic Issue 1: Human Resource Planning Strategic Objective:

To institutionalize human resource planning in the Service aligned to organizational goals.

1. Development of a Human Resource Master Plan linked to the strategic plan

   i) Develop and update the skills inventory;
   ii) Identify requisite skills and competences to meet MTP;
   iii) Identify the gaps and requisite action required to address the gaps;
   iv) Determine and mobilize resources required; and
   v) Establish monitoring and evaluation framework. Human Resource Master plan

2. Development of Annual HR Plans by County Departments aligned to strategic plans with clear budgetary requirements:

   i) Workload analysis to determine optimal staffing levels;
   ii) Annual reconciliation of staff establishment records;
   iii) Develop and update the skills inventory;
   iv) Identify requisite skills and competences to meet strategic plan;
   v) Annual Human Resources Plan Strategies Activities Output Responsibility/ Actors and Time Frame
   vi) Identify the gaps and requisite action required to address the gaps; and
   vii) Determine and mobilize resources required.

Strategic Issue 2: Staffing Gaps

Strategic Objective 2:

To ensure and maintain Optimal Staffing Levels with best fit between Employees and the Jobs Linking Recruitment to Human Resource Plan:

   i) Identify gaps in critical positions and implement targeted programmes to address the gaps;
   ii) Introduce competency based recruitment and selection; and

iii) Periodic review of secondment, attachment, benchmarking and study tours.
iv) A Report on Human Resource gaps in critical positions
v) Guidelines

Strategic Issue 3: Ageing Workforce

Strategic objective:

To ensure a pool of potential successors to support knowledge transfer, employee development and replacement

1: Replacement of Staff:

i) Filling vacant positions in line with human resource plan;
ii) Prompt promotion of Newly promoted staff, Strategies, Activities, Output and Responsibility/ Actors, Time Frame and Serving officers; and
iii) Review the blanket freeze on recruitment and recruit at entry levels based on human resource plan.

2: Introduction of Management Trainee Programme

i) Design and develop a management trainee programme; and
ii) Recruit management trainees in line with the programme.

3: Design and Implement a young professional programme

i) Develop a young professional programme;
ii) Mainstream the young professional programme; and
iii) Monitor and evaluate programme.
iv) A young professional programme

4: Design and Implement a High Achievers Scheme

i) Develop modalities and criteria of identifying and recognizing public officers with extra-ordinary ability in work performance, leadership and personal qualities;
ii) Design appropriate tools and instruments for assessing and validating High Achievers;
iii) Introduce rewards and awards to recognize public servants who have designed improved ways of doing business and displayed unique talents;
iv) Develop a process audit mechanism and prepare audit reports.

5: Design and Implement Emeritus programme

i) Develop an emeritus programme;
ii) Mainstream the emeritus programme; and
iii) Monitor and evaluate the emeritus programme.

Strategic Issue 4: Career Management Strategy:

To ensure attraction and retention of qualified human resources in the Service and their advancement within their career paths.

Strategy 1.

Review and develop career progression guidelines / schemes of service for all cadres

i) Develop distinct and concise job descriptions, clear accountabilities/ responsibilities and academic, professional and competences required for appointment at each grade;
ii) Review and develop career progression guidelines/ schemes of service for all cadres; and
iii) Sensitize staff on the reviewed and newly developed career progression guidelines/ schemes of service.

COUNTY GOVERNMENT OF BUNGOMA

CONTACTS

P.O. BOX 1886 – 50200 Bungoma

info@bungomaassembly.go.ke

0208000663/0202651905

www.bungomaassembly.go.ke

Bungoma County Assembly

@AssemblyBungoma