

**HUMAN RESOURCE SUCCESSION PLANNING DYNAMICS IN HIGHER
LEARNING INSTITUTIONS IN TANZANIA: A CASE OF THE
UNIVERSITY OF DODOMA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF EDUCATION IN
ADMINISTRATION PLANNING AND POLICY STUDIES OF THE OPEN
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2019

CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance by the Open University of Tanzania thesis titled “Human Resource Succession Planning Dynamics in Higher Learning Institutions in Tanzania: A Case of the University of Dodoma” in fulfillment of the requirements for the degree of Master of Education in Administration Planning and Policy studies of the Open University of Tanzania.

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(Supervisor)

.....
Date

DECLARATION

I Sada Omary, declare that this thesis is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

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DEDICATION

I dedicate this work to my parents, Alhaj Omary Kaponta and Asha Khalfan, my lovely husband, Dr. Mwinyikondo Juma Amir and the entire family. They consistently gave me endless hope and moral support towards my career. Through their prayers, my studies went smoothly.

ABSTRACT

The purpose of the study was to explore human resource succession planning dynamics at higher learning institutions in Tanzania. The study used the University of Dodoma as a case study. The study had three (3) objectives namely firstly, to examine the existing successions planning practices at the University of Dodoma. Secondly, to identify areas for improving the existing succession plan at the University of Dodoma's and thirdly to assess the University's efforts towards effective human resource succession plan. The study undertook a mixed approach whereby it included both quantitative and qualitative research perspectives. The study was guided by descriptive survey design. Besides, the study used a questionnaire and an interview schedule for data collection. The collected quantitative data were mainly analyzed through One-Way Analysis of Variance (ANOVA). While on the other hand the qualitative data were analyzed thematically. Mainly the study found ten different practices related to human resources succession planning at the University of Dodoma such as sourcing from other Colleges within the University, searching talents from other University, rehiring the retired employees. Besides, the study revealed a range of areas for improving human resource succession plan at the University like regular assessment of individual leadership potentiality. Lastly the study uncovered specific efforts committed by the University of Dodoma towards effective human resources succession plan mainly by contracting search teams and deliberating human resources succession plan related agenda. The study presented recommendations in terms of policy formulation, improving practices as well as furthering research.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
HR	Human resource
HRMC	Human Resources Management Council
SP	Succession Planning
RO	Requisite Organization
MoRs	Managers-once-removed
SoRs	Subordinates-once-removed
SPSS	Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Succession planning was first introduced by Fayol (1916) who believed if succession planning needs were ignored, organizations would not be prepared to make necessary transitions (Rothwell, 2000). Succession planning apparently allows an organization to prepare for the absence, departure, death, retirement, or termination of an individual. It provides for continuity of culture and the evolution of necessary skills for a given organization (Blaskey, 2002).

Steele (2006) argues that succession planning has been used as a formalized method for dealing with changes in leadership for over last fifty years. Originally used to anticipate smooth transitions at the top level in organizations, it has evolved into a process that many organizations view as a critical for key positions across functions and levels. While operational definitions vary, the core meaning has remained the same throughout the decades as the process of succession planning has evolved (Steele, 2006).

Since the late 1990s, Human Resource professionals and decision makers have been aware of the need for formalized strategic planning of their workforces, especially given the pure demographics of the public service environment, at all levels. The inevitably changing workforce, driven by the steady exodus of baby boomer workers towards retirement, and converging many times with an increasing demand for public services marked the generational HR management need for proper planning and development of thoughtful strategies in the areas of recruitment, retention and

succession planning (Devotha, 2011).

While the Human Resource and leadership community recognized this need for proper planning, circumstances and limited resources have prevented some agencies from instituting a formal approach to workforce planning. However, there were many examples of success in this area, often driven and supported by government leadership outside of the traditional human resource community for example, at the federal level workforce planning or human capital planning is a major component of the President's Management Agenda; and in the State of Georgia, the state legislature embedded formalized workforce planning for agencies within state law (Devotha, 2011).

Succession planning process includes three main components. The first component is selection of candidate based on previous experience and background among and formation of talent pool (Rothwell, 2000). By this, we make sure that each key position has alternative potential successors and each talent has multiple potential promotion paths. The trend in scope of succession planning is expanding it to cover all the positions not just top managerial positions. It has shown that companies considering lower levels have better profitability (Groves, 2007).

In case of not including all the organization, it is particularly important to identify critical positions which are essential for the organization, department, division, work unit, or team to achieve the necessary work results (Osibanjo, 2011; Mehraban, 2011). Strategic plan can be a guideline for this aim. Beyond identifying what skill sets and knowledge bases are required for key positions, it is crucial that, the

succession plan provides a method or plan for providing employees the opportunity for professional development. After selecting the talents, the role of development of successor as a second component of SP becomes clear (Groves, 2007).

1.2 Succession Planning in Educational Institutions

Although succession planning has spelt many affirmative returns to organizations, several reviews have indicated that this corporate initiative lacks in its planning, implementing and managing. Due to these setbacks, this initiative, all too often revered by many successful organizations, may not be too popular by educational organization. However, several literature have indicated hopes that this initiative can be a significant step in planning for effective pool of talented academicians for the purpose of managerial duties execution in the educational sector. Clunies (2007) reiterates that although it is difficult to implement in academia, he is hopeful that this initiative can begin with plans that are simple and tailored to the need of the educational organization. His article quoted works of Eastman (1995) which display three elements of concern; the purpose of the initiative, who will this initiative serve and the desired outcomes. It may be a common initiative practiced in high profit organizations such as Nokia and GE (Groves, 2007).

Clunies (2007) believes that higher education has historically been slow to adopt many corporate management processes. He therefore has a reasonable doubt for the readiness of the institution to employ succession planning or any executive development programme because of dramatic cultural differences between the boardroom and the campus. Rosse & Levine (2003) support this argument by stating the complex and bureaucratic procedures for hiring compared with many profit

organizations or business corporations. Nonetheless, this does not mean that institution of higher education lack strong corporate values. Carey (2000) reiterates that there are parallel values in higher education with Business Corporation. On the contrary of what most experts believe, institution of higher education has several values that depict its potential to succession planning (Carey, 2000).

Works by Clunies (2007), Rosse & Levine (2003) have indicated that succession planning can be carried out in higher education for effective human resource development. Although (Rothwell, 2000) focuses on profit organization, he underlines the importance of succession planning as an effort for individual development that should include any job category (Abdullah, 2009). He seems to believe that in any case of staff shortage, it would bring disaster or chaos to the performance of the organization for that particular time. Hence, he urges the need to extend succession planning not only at management ranks, but also throughout the empowered workforce (Abdullah, 2009).

1.3 Statement of the Problem

Succession planning has become a major concern for many strategists. Apparently this is based on a conviction that succession planning helps organizations manage their talent pipeline (Mkumbo, 2013). Its goal is to ensure that, the quantity and quality of leaders are identified, fully capable, and ready to contribute to the effective performance of a business in future. Although, new career concepts like boundary-less careers (Arthur, 1996) and protean careers (Hall, 2002) emphasize individual responsibility in career development, successful business can hardly stop career management programs like succession planning to in order to identify and

develop the right people to ensure that the important skills are present in the organization over the long term (Barnett R, 2008).

Various studies on succession planning studies were done in other sectors and a few were conducted on education. However there were more scant studies that focused on higher learning institutions. This study examined human resource succession planning dynamics at the University of Dodoma as a case of higher learning institutions in Tanzania.

1.4 Objectives of the Study

1.4.1 Main Objective

The main objective of this study was to explore human resource succession planning dynamics in higher learning institutions in Tanzania

1.4.2 Specific Objectives

The study was set to attain three specific objectives namely

- i. To examine the existing successions planning practices at the University of Dodoma.
- ii. To identify areas for improving the existing succession plan University of Dodoma.
- iii. To assess the University's efforts towards effective human resource succession plan.

1.4.3 Research Questions

- i. What are the current human resource succession plan practices at the University of Dodoma?

- ii. What are areas for improving the existing university succession plan at the University of Dodoma?
- iii. What are the University's efforts towards effective human resource succession planning?

1.4 Significance of the Study

The study on human resources succession planning dynamics at the University of Dodoma expected to provide relevant insights to decision makers especially on how the succession planning should be followed and implemented not only at the academic institution but also in some other areas. Policy makers would utilize the information from this study hence by understanding on what aspects of human resource succession planning need improvement and make policy that meet academic institutions needs. Finally the research was expected to give a room for other researchers to build on the findings of the current study.

1.5 Delimitation of the Study

The study was conducted at The University of Dodoma in which both academic and senior administrative staffs were involved. This is because they occupy positions which require expertise and long period training and experience, things that make succession not easy.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter illustrates the previous studies conducted in which this study supplements those studies. It begins with the definitions of key terms and then theoretical framework is discussed. It is followed then by review of relevant literature and the selected empirical evidence is presented. Lastly, research gap, conceptual framework and its illustrations wind up the chapter.

2.2 Succession Planning

Succession planning is a means of identifying critical management positions. It may start at the levels of project manager, supervisor and extending up to the highest position in the organization (Rothwell, 2000). It also describes management position to provide maximum flexibility in lateral management moves and to ensure that as individuals achieve greater seniority, their management skills will broaden and become more generalized in relation to total organizational objectives rather than to purely departmental objectives (Abdullah, 2009).

2.3 Human Resource

Tracey (2003) in the human resources glossary defines human resources as ‘the people that staff and operate an organization. Human resources are used to describe the employees of an organization. It also refers to the activity of managing the workforce of an organization (Tracey, 2003).

2.4 Organizational Commitment with Articulation of Expectations

For an effective process of succession planning and management, organizational

leaders must identify clearly the objectives and purposes of the process and participate actively to achieve the objectives of this process (Fulmer & Conger, 2004). The managers of organizations must explain the purpose of talent assessment, role of new leaders in the development of talent, the purpose of personnel transfer throughout the organization, and organizational values in the employment of potential (Kesler, 2002).

2.5 The Significant Impact of Succession Planning in Institution of Higher Education

In support for the earlier argument, succession planning although seldom heard of in non-profit organization can be promoted in institution of higher education through the core values of the principles. Wolfred (2008) states that even in the most developed countries, succession planning which is part of the strategic leader development programme is seldom heard of especially at university level. This may be caused, as he states, by the bloated bureaucracy or lack of such management training in the institution.

Although succession planning is usually associated with large corporation, it is also important that it becomes an initiative in every organization. That being said, a good succession planning can reduce the risk of educational disorganization, as far as appointing the rightful candidate to hold academic manager positions is concerned. This usually happens at the end of tenure, on long absence or appointment vacancy. Hence, succession planning helps to ensure the sustainability of an organization (Wolfred, 2008).

2.6 Theoretical Construct

2.6.1 Game Theory of Succession Planning

Game theory is the branch of decision theory concerned with interdependent decisions. The theory was developed extensively in the 1950s by numerous scholars. The theory is a study of mathematical models of conflict and cooperation between intelligent rational decision-makers. The problems of interest involve multiple participants, each of whom has individual objectives related to a common system or shared resources. Because game theory arose from the analysis of competitive scenarios, the problems are called games and the participants are called players.

Situations involving interdependent decisions arise frequently, in all walks of life. All of such situations call for strategic thinking and making use of available information to devise the best plan to achieve ones objectives (Yucker, 2004). Game theory simply extends this concept to interdependent decisions, in which the options being evaluated are functions of the player's choices. One of the most significant challenges to enduring academic institutions is the process of passing the leadership of an institution from one person in a certain position to another. Game theory positions itself as a model for examining succession as a set of rational but interdependent choices made by individuals about a firm's leadership. The primary contribution of game theory is to demonstrate the application and understanding the decisions and outcomes of succession events (Dunemann, 2004).

2.6.2 Requisite Organization Theory

According to Requisite Organization Theory (RO), an employee's potential capability is the key factor in identifying talent within a succession management

strategy and is measured in the unit of time-horizon. An individual's time-horizon is the length of time into the future that (s) he can plan and work. Making plans and carrying them out in the future requires an increasing amount of complex mental processing the further the distance into the future. It follows that ability to handle complexity of mental processing is proportional to potential capability. Therefore, one's ability to plan into the future, or time-horizon, is the unit by which potential capability is measured (Shepherd, 2000).

Within this theory, managers-once-removed (MoRs) evaluate subordinates once-removed (SoRs) and subordinates-twice-removed to determine potential capability. Within RO, organizations identify critical talent within a succession management strategy by plotting employees' age and time-horizon on a Potential Progression Data Sheet. This data sheet allows organizations to visualize the career trajectory of employees and select succession candidates accordingly (Bird, 2002). This study will use this theory in evaluating the University of Dodoma succession planning.

2.6.3 Leadership Model Succession Theory

Leadership Model Succession Theory proposes that to ensure leadership succession is in place, the company should maintain redundancy in management structure to maximize coverage, plan ahead for retiring executives by appointing a successor before the current leader leaves, groom selected internal candidates by allowing them to shadow the current leaders and finally prevent conflict by making leadership changes swiftly (Ibrahim, 2001). The theory is seen in the business world with companies promoting from an existing leadership structure to retain control of business strategies and organizational direction. Successful businesses have the

potential to survive their founders. Businesses structured as corporations, nonprofits or cooperatives have trajectories that are related to, but separate from, the people who found them. Business succession is the process of figuring out how a company will continue to operate after its founders or leaders are no longer actively involved. Because leadership styles and models differ widely, succession models also vary based on the way an organization has been managed (Bjuggren, 2001).

2.7 Review of related Literature

The literature that is reviewed in this section considered the succession management process and planning in various industries including library and family business in America and elsewhere.

2.7.1 Succession Management Process and Planning

According to Pennell (2010), in a most recent study in USA, flexible job descriptions are vital options that promote developmental opportunities and succession management plans especially in the library industry. This study used supportive literature from both within and outside librarianship to examine the impact of flexible job descriptions on succession management process (Malakwen, 2013). The focus of the paper was to address expected library management and leadership gap expected in the years ahead as current library managers from the baby boomer generation retire in record numbers.

The study findings suggest that written job descriptions may limit the ability of current library managers to provide opportunities for learning and growth for those employees who will fill leadership roles in the coming years (Malakwen, 2013).

However, more flexible job descriptions was found to provide richer, more creative learning professional and developmental opportunities for identifying high potential employees within organizations for succession planning (Malakwen, 2013).

According Gorman (2006), Succession planning is also particularly important in small manufacturing enterprises, family-owned businesses, and the increasing number of highly specialized organizations that provide support for larger, coordinating firms (as examples, these organizations are particularly prevalent in Canada's mining and energy sectors). For many of these firms, the loss of key individuals would jeopardize profitability or even the ability of the organization to continue operating. Smaller firms may also lack the flexibility and buying power of larger organizations, and are often unable to offer equally competitive wage and benefit packages or opportunities for advancement (O'Gorman, 2006). Moreover, in an era where profit margins are often razor thin, the owners and managers of smaller firms are unlikely to have the time to develop and implement a comprehensive succession plan. However, some type of succession planning remains important for smaller organizations, especially considering the aging workforce and skill shortages in several critical areas (Burke, 2011).

2.7.2 Empirical Literature

Kiyonaga (2004) wrote an article on today is the tomorrow you worried about yesterday: meeting the challenges of a changing workforce. He argues that the need for workforce and succession planning is having a significant impact on the human resources management function, especially in the public sector. For those of us in the public sector who for so many years have relied on a standard schedule of exams and

eligible lists from which to fill vacancies, the future may be very different. The organizations and managers will need more from us than the standard approach to recruitment and retention. While the tools may not change, the way we use them will have to.

What will be the role of Human Resource as compared to that of the line manager in the whole workforce and succession planning process? A key question is whether workforce and succession planning is solely an Human Resource job, a manager's job or one that must be shared between Human resource and managers. Workforce and succession planning demand a level of strategic planning that is still new to many public sector organizations. This requirement for a strategic approach to the workforce coupled with the need to address global issues affecting workforce supply will require human resources practitioners to act as internal consultants in their agencies. And strategic workforce planning skills and the ability to predict and meet the needs of the agency for a capable and trained workforce will expand the role of Human Resource and its usefulness to line managers.

Porkiani (2010) reviewed succession planning in Iranian governmental agencies. They argued that it was becoming increasingly challenging for organizations to obtain qualified and talented staff. Succession planning was often introduced as a way to attract and employ such staff. Succession planning is a process of recruitment and development of employees for vital roles within the organization. Implementation of succession planning was a central to certain organizational requirements. Their research surveyed organizational requirements in Iranian governmental agencies and their relation to the implementation of succession

planning. Their study used descriptive methods with correlation. The statistical population consisted of two groups, experts and managers of Iranian governmental agencies, and data was collected using three questionnaires. The findings of this study demonstrated a meaningful relationship between organizational requirements such as managers' commitment, organizational culture, organizational readiness, and managers' competencies with the implementation of succession planning.

By considering these organizational requirements in their management practices, managers were more likely to be successful in recruiting, evaluating, training and developing talent as dimensions of the implementation of succession planning. According to Zepeda (2012) on the study done on Public education institutions also lack the flexibility of private businesses in recruiting and hiring leaders and senior administrators, and are generally required to be more transparent and compliant with equal opportunity hiring practices. They also have relatively high rates of succession events, which can be disruptive or at best distracting when done on an ad hoc basis.

In another study Caldwell, (2007) argued that what, can be done to improve succession planning in the education sector? Identifying successors for educational leadership positions tends to be taken on by individual champions rather than by institutions as a whole. This, however, does not constitute a long-term solution to the challenges facing the sector. In public education, where several well-defined levels of management exist, it is important to engage in succession planning at all levels. Also important is a need to understand the complex labour relations climate in public education, where teachers are unionized almost exclusively and where union density among support staff is much higher than average.

Demystifying and providing support for successors in this aspect of education may help increase the pool of willing successors. In short, an effective succession plan in the education sector can create a better informed and more qualified employee base that understands the needs of the organization and demonstrate a greater willingness to take on leadership roles (Caldwell, 2007).

Cleef (1995) wrote on executive resource and the changing role of the board in leadership assessment, executive talent succession planning: reengineered for the twenty-first century. As a result of the “activist” institutional investor, succession and executive development are now in the top five priorities for many chief executive officers. Just what is driving this change, and why do we need to reengineer our replacement planning, strategic staffing, talent development and performance management processes into one integrated process? Shares resulted from over five years of research and application regarding succession planning, strategic staffing and competencies, including a benchmarking with many of North America’s “better practice” companies.

The work discussed the changing role of the board in leadership assessment and chief executive officer selection; why the business context is the starting point for effective talent pool management and considers options for executive resourcing process design and discussed why most of the current approaches to competencies and 360o assessment fail to recognize how leadership and effective leader behaviors change by work level. Also discussed why we need to clarify for line managers the confusion over assessing the talent pool for performance versus potential (Cleef, 1995).

2.8 Research Gap Identified

Succession Management/planning is essentially a tool to ensure organizational competitiveness over time through maintaining organizational leadership best practices. However, the implications or impact of these practices on employee retention is mixed, as evident from the reviewed literature. Most of the studies reviewed were focused on other organization and the higher learning institution was not particularly touched by these researchers and this showed that there was a gap on the side of higher learning institution. The current research was an effort towards filling the identified gap.

2.8 Conceptual Framework

A conceptual framework was developed in order to generally guide the study and particularly assist in the analysis of the findings on human resource succession planning in academic institution in Tanzania. The independent variables, dependent variable and the anticipated outcomes is provided in the framework. The concepts of the major research variables are examined in this section.

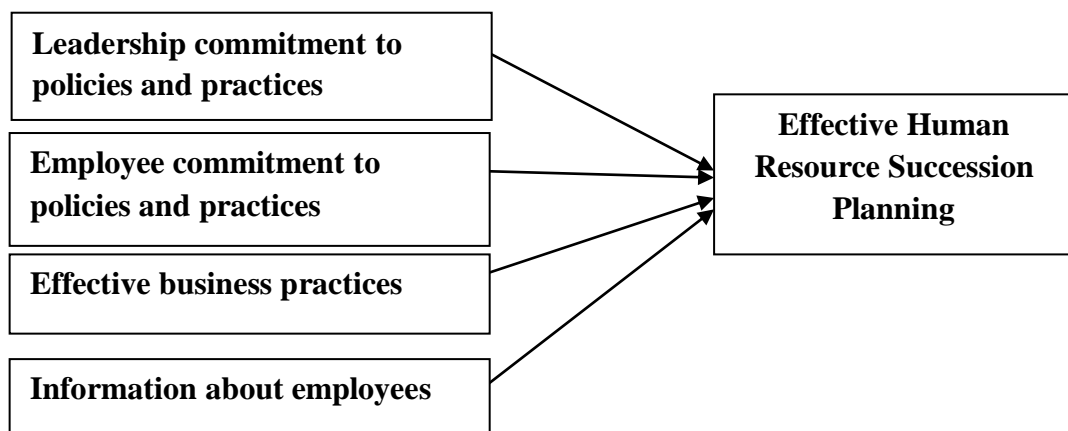


Figure 1.1: Conceptual Framework

Source: Illustrated in the current study

For a succession planning to be effective it needs to have the following variables Leadership commitment, Employees commitment, Effective business practice, and information about the employees. The absence of appropriate succession management practices, manager support, conducive working environment, competitive reward programs and sound work-life policies can have undesirable effects on succession plan in public sector organizations or an institution.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter highlights the procedures that were used to conduct the study. Pertinent issues in this chapter include the research design, sample size, sample procedure, methods of data collection and data analysis plan.

3.2 Research Approach

In this study both qualitative and quantitative methods were used to collect, analyze and interpret the data. Therefore this study used the mixed approach because the integration permits a complete synergistic data utilization

3.3 Research Design

The study used descriptive survey design. A descriptive study is undertaken in order to ascertain and describe the characteristics of the variables of interest in a situation. The goal of descriptive study hence is to describe relevant aspects of the phenomena of interest from an individual organizational, academic institution, industry oriented or other perspective (Best, 2007). The study obtained and described the views of the respondents with regard to the human resource succession planning dynamics at the University of Dodoma (UDOM).

3.4 Population of the Study

During the time of this study they were about 2000 employees of various positions and work units across the University such as human resources and management, planning financing and management, estate management, hospital, academic and

auxiliary police.

3.5 Sample of the Study

This study recruited 102 respondents at more or less random basis. The reason for this was to capture and get opinion from various sectors at the University on the succession planning. The respondents were requested and consented to participate in the study at random. To reduce bias, legitimate consent was used for participants and the questionnaires were distributed to them and collected thereafter.

3.6 Data Collection

The study used structured questionnaire and open ended interview schedules as data collection instruments. The questionnaire was used because it helped the researcher to collect large amount of data in large areas within a short time thus saving time for the study (Orodho, 2003). The questionnaire was self administered to the relevant respondent. On the other side, the interview schedule was used in order to collect deeper insights over numerous dynamics.

3.7 Data Analysis Plan

Data analysis is the process that implies editing, coding, classification and tabulation of collected data (Kothari, 2004). The analysis of the quantitative data was done using statistical Package for Social Science (SPSS version 16 for windows). Quantitative data will be used to obtain descriptive statistics such as frequency, percentages, and means (Best & Khan 2007). On the other side, analysis of the qualitative data was conducted through the thematic analysis techniques.

3.8 Validity and Reliability

3.8.1 Validity

Validity indicates the degree to which, an instrument measures what it is supposed to be measured (Bryman, 2003). Validity can also be thought of as utility. In other words, validity is the extent to which differences found within a measuring instrument, reflects true differences among those being tested. Validity in the current was assured by testing of the instrument as used in another study (Creswell, 2003). The research trustworthy, honest, coverage and extent of triangulation has been critically adhered. Since validity stands as an evaluation criterion of the credibility of the study; accommodation of comments from supervisor as well as pre-testing of the tools particularly the questionnaire and interview schedule before the actual data collection, were addressed by repeatedly analyzing as well as from personal notes, kept from the beginning of the study.

3.8.2 Reliability

Reliability refers to the repeatability of findings if the study was to be done a second time, would it yield the same results? If so, the data were reliable. If more than one person was observing behavior or some event, all observers should agree on what is being recorded in order to claim that the data are reliable. For example if another researcher is going to do the same study has to get the same results.

3.9 Ethical Considerations

The study adhered to fundamental ethical standards. To mention but a few, data collection permission was granted from the University. Informed consent of respondents was obtained following rapport during questionnaire administration

and/or interviews. Confidentiality on the part of respondents was well observed. During the data collection respondents participated willingly and had freedom to withdraw their participation at any time of the study. They were informed that their personal information would be treated confidentially and would not be disclosed to the public or published in this study report.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents data analysis and interpretation for the current study on human resource succession planning dynamics at the University of Dodoma (UDOM). The study had three (3) objectives namely firstly, to examine the existing successions planning practices at the University of Dodoma. Secondly, to identify areas for improving the existing University of Dodoma's succession plan and thirdly to assess the University's efforts towards effective human resource succession plan.

This current chapter has two sections. The first section presents descriptive analysis of the quantitative collected data while the second section entails analysis of qualitative data of this study.

4.2 Section I: Descriptive Analysis of the Collected Data

Table 4.1: Characteristics of the Involved Sample

s/n	Unit of Work	Number of Respondents	Average Length of Service/years	Average Age/years	Gender	
					Males (%)	Females (%)
1	Human Resources and Management	10	7.6	35.4	40	60
2	Planning Finance & Management	13	9	36.2	46.2	53.8
3	Estates Management	8	8.1	35.6	75	25
4	Hospital	9	6.8	37.3	33.3	66.7
5	Academic	57	5.9	38.7	71.9	28.1
6	Auxiliary Police	5	9.3	43.1	80	20
	Total	102	7.8	37.7	57.7	42.3

Source: Questionnaires from the Current Study

As it is shown in Table 4.1, a total number of 102 respondents participated in the current study. Majority of the respondents were male who constituted 57.7 % while females constituted 42.3 %. In average age of the participated employees of UDOM was 37.7 years. Besides, reported average of length of service among the participated individuals was 7.8 years. Note worthy, this average datum of length of service included only the time that individuals had served as employees of the University of Dodoma. The current study treated years of service that were undergone by some of the participated individuals as out of scope of this research.

Figure 4.1 displays distribution of the respondents of this study according to their units of works in the University. Majority of the sampled respondents were from the academic category which were 57 that constituted 55.9 %. On the other side the minority of the sample belonged to auxiliary police who were 5 and constituted about 5% of the referred sample.

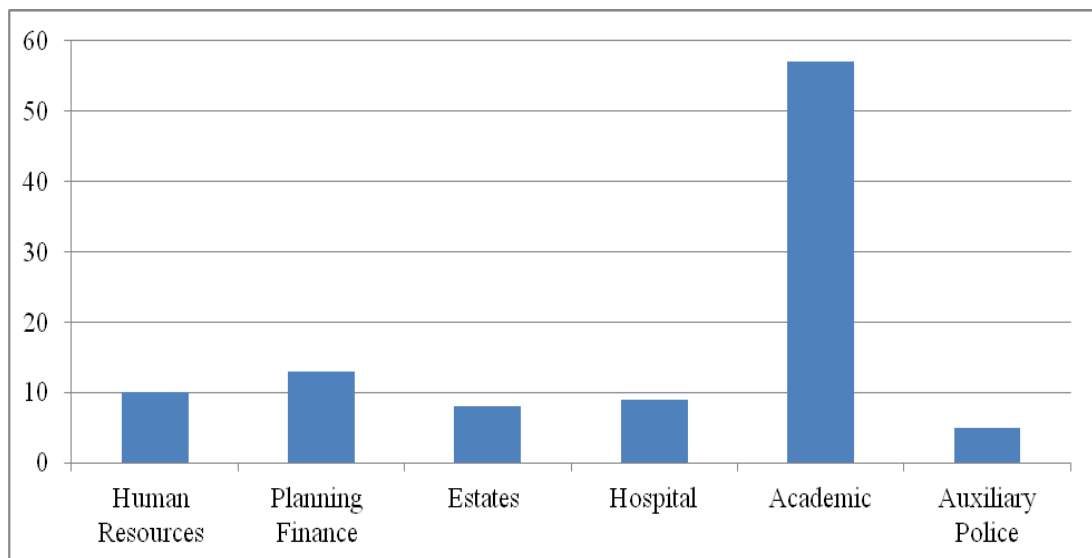


Figure 4.1: Distribution of the Respondents According to their Work Units

Source: Questionnaires from the Current Study

4.2 Section II: Findings According to the Objectives of the Study

This section presents research findings according to the three (3) set objectives of the current study as follows.

4.2.1 Existing Succession Planning Practices at the University of Dodoma

The present study revealed over ten (10) practices that were reported at varying degrees in relation to existing succession planning practices at the University of Dodoma. These practices included Sourcing from other Colleges within the University, Searching talents from other University, Rehiring the retired employees, Forming strategic staffing collaboration with other Universities, Retaining best graduate students, Restructuring the University junior staff so as to minimize staffing needs.

Table 4.2: Mean Scores of the Existing Succession Planning Practices

Existing Succession Planning Practices	Mean Scores
Sourcing from other Colleges within the University	1.4
Searching talents from other University	2.4
Rehiring the retired employees	1.7
Forming strategic staffing collaboration with other Universities	0.8
Retaining best graduate students	2.5
Restructuring the University junior staff so as to minimize staffing needs	0.6
Discussions about leadership preparation	0.2
Identifying talented candidates for leadership succession.	2.5
Developing candidates to become suitable leadership successors.	2.6
Retaining leaders and succession candidates long enough	2.4
Retaining key positions to be successfully filled by Senior staff	2.0
Senior leader coach and develop junior staff	0.8

Source: Questionnaires from the Current Study

Discussions about leadership preparation, Identifying talented candidates for leadership succession, Developing candidates to become suitable leadership successors, Retaining leaders and succession candidates long enough, Retaining key positions to be successfully filled by Senior staff, Senior leader coach and develop junior staff. One way -Analysis of Variance (ANOVA) was conducted on the same at significance level p of .05.

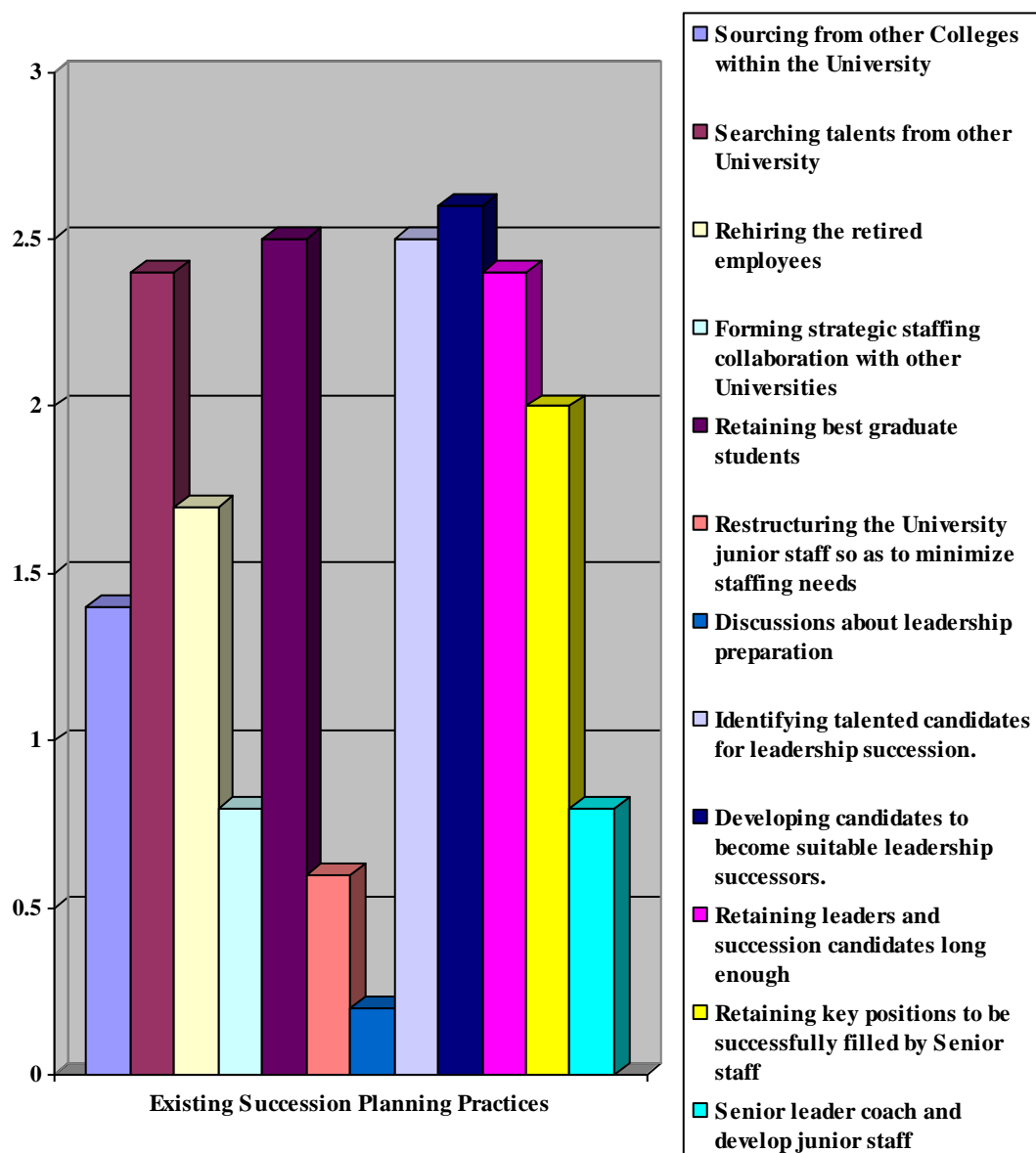


Figure 4.2: A plot for Mean Scores of the Existing Succession Planning Practices at UDOM

As shown in the Table 4.2 and Figure 4.2 that the mean scores of the respondents' opinions in the current research revealed that the majority were of the view that the University of Dodoma mainly used a practice of developing candidates in order to become suitable leadership successors ($p > .05$). Besides the second popular practices were retaining best graduates as well as identifying talented candidates for leadership succession ($p > .05$). During one of the interviews one of the respondents reported that, "In contrary to earlier practices when we were getting started, currently in our University we are dominantly developing our own leadership candidates. The University leadership has made a really good arrangement for both short courses as well as formal development of its staff."

Apparently in the same line, another respondent said that,

"Udom is setting a conducive environment in order to win the hearts and minds of its best graduates and subsequently retain them here as part of staff. Taking a simple example of my work department, we have successfully have retained four of our old best students just in four years. A simple calculation shows that at least one in each year since the initiation of this noble approach towards sustainable succession planning. Certainly we will get successors in leadership who know this institution inside out"

On the other hand, the respondent of this study reported that the University of Dodoma least often conducted discussions about leadership preparations ($p > .05$).

One of the respondents had this to say,

"Honestly, we do not conduct University wide discussions on leadership preparations here at UDOM. Something that comes close to discussions on the matter may take place on statutory meeting and hence they do lack a sense of general and open public participation"

4.3 Areas for Improving the Existing University of Dodoma's Succession Plans

Through this second objective the current study sought to identify ways that would improve the existing University of Dodoma succession plans. Respondents were asked to give out their opinions as well as explanations over ways that would improve the Udom's succession plans. Generally, the study revealed seven suggested ways for improving the existing University of Dodoma Succession Plans. These were regular assessing of the individuals' leadership potentials, attracting outside talents, keeping the talents through good incentives, formulation of clear policies, involving junior staff in discussing/reviewing succession plans, mentoring/coaching potential subordinates as well as promoting succession planning policies and strategies. Table 3 manifests the respondents' mean scores.

Table 4.3: Areas for Improving the Existing University of Dodoma's Succession Plans

Areas for improving Existing Udoms' Succession Plans	Mean Scores
Regular assessing of the individuals' leadership potentials	2.2
Attracting outside talents	1.6
Keeping the talents through good incentives	2.6
Formulation of clear policies	2.9
Involving junior staff in discussing/reviewing succession plans	2.0
Mentoring/coaching potential subordinates.	2.6
Promoting succession planning policies and strategies.	1.9

Source: Questionnaires from the Current Study

As manifested in the Table 4.3 and Figure 4.3, there were differences across the mean scores of the identified areas towards improving the existing University of Dodoma's succession plans. However, the conducted One way-Analysis of Variance (ANOVA) depicted no statistically significantly differences across the means

($p > .05$). Therefore, the current investigation established that these areas might be considered as a pack of points towards the desired improvement of the existing succession plans at the University of Dodoma. For a case in point, one among the respondents put it that.

“In my view point, in order to practically and drastically improve the existing succession planning issues in our university, I think there should be a kind of a mini survey that may bring about comprehensive answers. To me, the equation (issues) is not linear in nature. A number of factors may need to be considered and perhaps a combinational model should be provided in the final analysis”

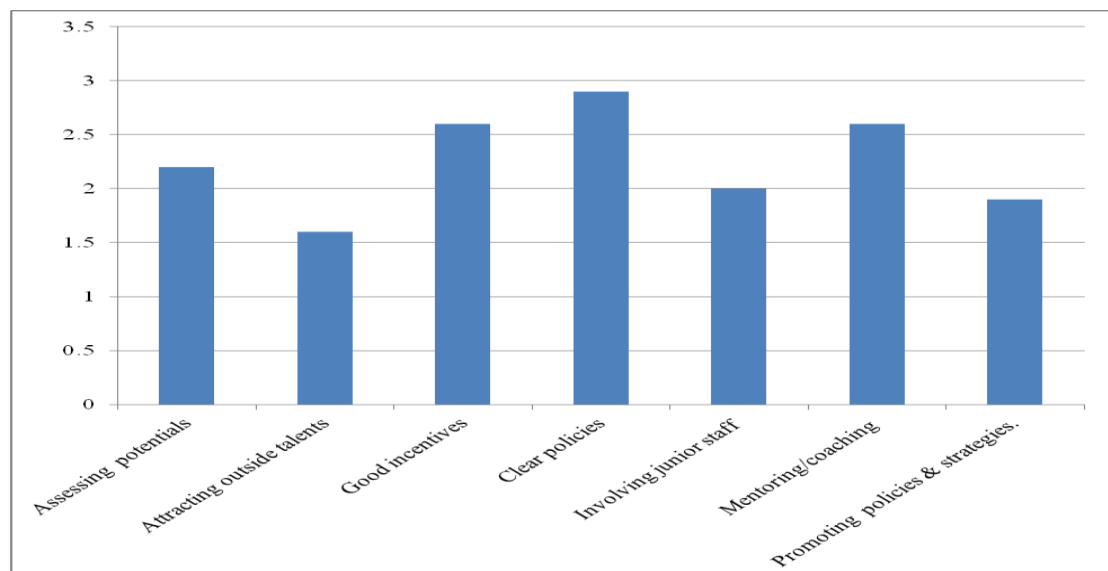


Figure 4.3 A plot for Identified Areas towards Improving the Existing University of Dodoma’s Succession Plans

4.4 University’s Effort on Ensuring Effective Human Resource Succession Plan

This objective of the study sought to uncover University’s effort on ensuring effective human resource succession plan. Respondents were mainly interviewed in the quest for the due responses. Thematic analysis was conducted and revealed two major efforts. These were contracting search teams as well as deliberations of human

resource succession plan related agenda on statutory meetings and boards within the University.

4.4.1 Contracting Search Teams for Identification of Potential Leaders

It was reported that according to Udom's Charter officials at certain ranks were entrusted for appointment of leaders on identified subordinate positions. Apparently these officials at the entrusted capacities could subjectively appoint the same even on hand picking model. Therefore, the University's top leadership introduced and promoted a culture of contracting search teams that would enhance objectivity and transparency in the process of human resource succession plan. One respondent had this to say over this matter,

Literary since its inception the University of Dodoma have had visionary leaders. For instance, above vested power on appointing subordinate leaders such as heads of departments our founder Deputy Vice Chancellor initiated a tradition of contracting search teams that would facilitate his appointments in terms of enriching objectivity, transparency and subsequently good governance". (UDOM's senior administrative officer, 2017)

4.4.2 Deliberations of Succession-Plan related Agenda in Statutory Boards Meetings

The current study found out that in the University of Dodoma specific agenda related to human resource succession plans are more often than not deliberated in statutory boards' meetings. The mainly mentioned boards meetings included though not limited to School Boards, College Boards and College Management meetings.

Furthermore, especially at the central University's level meetings such as Human Resources Management Council (HRMC), SENATE as well as the University Council's meetings was among those identified by the respondents. For instance one respondent had this to say,

“At this University we are doing everything at our reach in order to ensure that human resource planning related agenda are deliberated in our statutory boards' meetings. This helps a great deal in terms of adherence to the core principals of good governance,”

CHAPTER FIVE

DISCUSSION OF FINDINGS OF THE STUDY

5.1 Introduction

This chapter discusses of the findings of the current research as are presented in the previous chapter four. In addition, the chapter relates the findings of this study to theoretical and empirical grounds that were earlier on reviewed as a part of literature of this investigation. Therefore, this discussion intends to either affirm or in contrary disaffirm the findings of the current study in the light of the earlier on established scientific findings. The chapter is organized according to the three (3) set objectives of the current study.

5.2 Existing Succession Planning Practices at the University of Dodoma

Major findings of the current research revealed that the University of Dodoma mainly used a practice of developing candidates in order to become suitable leadership successors ($p > .05$). Besides the second popular practices were retaining best graduates as well as identifying talented candidates for leadership succession ($p > .05$). These findings are in line to a vast of reviewed literature. For instance the Harvard University in USA on their official website argued that,

“A great University needs great leaders. Harvard provide the resources, tools, and support to ensure its employees develop into great leaders. Our leadership coaching services and the Harvard Leadership Development Program create a culture community and learning environment that foster the development of exceptional administrative leaders” (University of Harvard)

In the same line, Bristol University in UK had their world view and a subsequent mission put in their official website in this way,

“Becoming a manager or leader within academia has its own unique challenges and so we have developed a programme of specific support in this area which is focused on what academics have told us they need as well as being relevant to the current context in Higher Education” (University of Bristol).

Therefore, the major findings of the current study under this particular objective were literally in coherence to the mainstream of the established empirical as well as theoretical observations. At the global stage Universities that are geared towards competitive and sustainable management of teaching, research and service/consultancy tend not to chance about development of their current as well as successive leaders. On the other hand, the respondent of this study reported that the University of Dodoma least often conducted discussions about leadership preparations ($p > .05$). This finding was in contrary to majority of the reviewed literature in terms of the best desired practices (Abdullah, 2009). However on the other hand the current study had added to established evidences that some institutions do not normally conduct discussions about leadership preparations especially involving junior staff (Devatha 2011; Rothwell, 2000).

5.3 Areas for Improving the Existing University of Dodoma’s Succession Plans

Major findings of the current research depicted that although there were differences across the mean scores of the identified areas towards improving the existing University of Dodoma’s succession plans. However, the conducted One way-Analysis of Variance ANOVA depicted no statistically significantly differences across the means ($p > .05$). Therefore, the current investigation established that these areas might be considered as a pack of points towards the desired improvement of the existing succession plans at the University of Dodoma. For instance Taelo (2018)

brought forth ‘seven steps for developing effective leaders’ both the current as well as the future. Henceforth these five areas would rather be considered under the current study as a combinational approach whereby each of the identified areas had a unique role towards accomplishment of a greater function namely improving the existing University of Dodoma’s succession plans.

5.4 University’s Effort on Ensuring Effective Human Resource Succession Plan

5.4.1 Contracting Search Teams for Identification of Potential Leaders

It was reported that despite a fact that the UDOM’s Charter entrusted officials at certain ranks on appointment of leaders on identified subordinate positions, the University’s top leadership introduced and promoted a culture of contracting search teams that would enhance objectivity and transparency in the process of human resource succession plan. This finding was in line with observations from a wide range of previous studies (Carey, 2000; Abdullah, 2009 & Malakwen, 2013).

In essence these studies held a common observation that in order for an organization to conduct effective and unbiased succession of leaders they should consider contracting impartial machinery such as search teams which would scrutinize potential candidate and identify both their merits and/or demerits. Cadwell (2007) suggested that search teams might be externally or internally based in terms of their constituting members. Further in to the point Cadwell (2007) implied that a search team can as well be a combinational in terms of having some internal and some external members. Note worthy search team members would be individuals with undisputable integrity as well as expertise related to the particular leadership area.

5.4.2 Deliberations of Succession-Plan related Agenda in Statutory Boards Meetings

The current study found out that in the University of Dodoma specific agenda related to human resource succession plans are more often than not deliberated in statutory boards' meetings. The mainly mentioned boards meetings included though not limited to School Boards, College Boards and College Management meetings. Furthermore, especially at the central University's level meetings such as Human Resources Management Council (HRMC), SENATE as well as the University Council's meetings were among those identified by the respondents. These findings were well in congruency with mainstream of the previously established literature (Mehraban, 2011; Osibanjo, 2011; Leland, 2012 & Mkumbo, 2013). Therefore, the current study had depicted that the University of Dodoma was taking an appropriate direction towards ensuring effective human resources succession planning.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presents summary, conclusions and recommendations based on major findings of the current study. In rather a specific explanation, the ‘conclusion’ and ‘recommendation’ items are brought forth while keeping a focus on the findings as well as the subsequent discussion of the results of this study.

6.2 Summary

The purpose of the current study was to explore human resource succession planning dynamics at higher learning institutions in Tanzania. The study used the University of Dodoma as a case study. The study had three (3) objectives namely firstly, to examine the existing successions planning practices at the University of Dodoma. Secondly, to identify areas for improving the existing University of Dodoma’s succession plan and thirdly to assess the University’s efforts towards effective human resource succession plan.

The study undertook a mixed approach whereby it included both quantitative and qualitative research perspectives. The study was guided by descriptive survey design. Besides, the study used a questionnaire and an interview schedule for data collection. The collected quantitative data were mainly analyzed through One-Way Analysis of Variance (ANOVA). While on the other hand the qualitative data were analyzed thematically. Mainly the study found several practices that related to human resources succession planning at the University of Dodoma. Besides, the study revealed a range of areas for improving human resource succession plan at the

University. Lastly the study uncovered specific efforts committed by the University of Dodoma towards effective human resources succession plan.

6.3 Conclusions

It is concluded that literary higher learning institutions in Tanzania and particularly the University of Dodoma had both commendable practices and strategies towards effective human resource succession plan and areas that call for improvement in order to attain more effective plan. Such of those practices included sourcing from other colleges within the University, searching talents from other University, rehiring the retired employees, as well as area for improvement as regular assessing of the individuals' leadership potentials, attracting outside talents, keeping the talents through good incentives.

6.4 Recommendations

Based on its findings and subsequent discussion of the same, following recommendations were given.

6.4.1 Recommendations on Policy

It was recommended that a clear policy had to be formulated that would inform leaders as well as subordinates on the directions of the University in terms of human resource succession plan. Based on the main findings of the current studies in terms of Sourcing from other Colleges within the University, Searching talents from other University, Rehiring the retired employees

6.4.2 Recommendations on Practices

It was further recommended that the University leadership and the community at

large should create a culture of discussing, coaching as well as mentoring staff aiming at establishing more effective and sustainable human resource succession plan. Based on the major findings of this study, the institution needs regular assessment of the individuals' leadership potentials, attracting outside talents, and keeping the talents through good incentives.

6.4.3 Recommendations on Research

Further studies for assirmation or dis-assirmation of major findings of the current study is recommended based on having larger sample size, like studies to be conducted in other higher learning institutions and the use of different study designs to emulate conducive working environment.

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APPENDICES

APPENDIX A: QUESTIONNAIRE

Introduction

Dear Sir/Madam

I, **KAPONTA, S. O**, of the Open University of Tanzania, would like to conduct a survey as a part of the research project to explore the factor affecting human resource succession planning in higher learning institution case of the University of Dodoma. I would like to be informed about certain issues on factor affecting human resource succession planning at the University of Dodoma. You have been selected as one of the respondents in this survey. Your answers will make great contributions in my data collection. All information provided will be used only for academic purposes and will be treated as confidential.

Part One: Personal information

1. Your age (please tick the appropriate answer)

20-30 years () 31-40 years () 41-50 years () 51-60 years () 60 + ()

2. Gender (please tick whichever is relevant)

a. Male () **b.** Female ()

3. Academic qualifications (tick the relevant answer)

a. Certificate () **b.** Diploma () **c.** Graduate () **d.** Master's degree ()

Any other (specify).....

4. How long have been working at this organization? (tick the relevant answer)

Less than 5 years () 5-10 years () 11- 15 years ()

5. Directorate/ Department working with -----

Part Two: The Extent of Human Resources Succession Planning

Part Three: Factor Affecting Human Resources Succession Planning

6. What are the factors affecting the execution of succession planning at higher learning institution?

i. -----

ii. -----

iii. -----

7. Please indicate your response by circling the most appropriate to the following as can act as a challenge to the organization intention and effort of succession planning.

Strongly affect (1) Little effect (2) No effect (3)

<i>S/N</i>	<i>Items</i>	<i>Ranking</i>
1	Insufficient talent	1 2 3
2	Inability to motivate and retaining key employees	1 2 3
3	Ineffective recruitment practices	1 2 3
4	Unfocused roles and responsibilities across a carrier plan	1 2 3
5	Limited information about employees	1 2 3
6	Lack of effective organization vision and failure to address future needs	1 2 3
7	Inactive periodical succession plan	1 2 3

Part Four: Positive Factors Influencing Human Resources Succession Planning

8. What do you think are the factors which enable implementation of Succession Planning in your organization?

i. -----

ii. -----

iii. -----

9. Rank how the availability of the following has a positive influence on the organization human resource succession planning. ***(circle the most correct one)***

1= Very strong influence 2=Strong Influence 3=Weak influence 4=No influence at all

<i>S/N</i>	<i>Items</i>	<i>Ranking</i>
1	Sufficient talent pipeline in the organization	1 2 3 4
2	Ability to motivate and retain key employees	1 2 3 4
3	Effective recruitment practices in the organization	1 2 3 4
4	Focusing on roles and responsibilities across a carrier plan	1 2 3 4
5	Sufficient information about employees	1 2 3 4
6	Availability of effective organization vision and addressing future needs of the organization	1 2 3 4
7	Active periodical succession plan	1 2 3 4

Part Five: Strategies for Enhancing the Application of Human Resource Succession Planning.

10. Does the University have any strategy (ies) in enhancing the application of human resource succession planning? (*Please circle the correct answer*).

a. Yes **b.** No **c.** I don't know

11. If **YES**, what are those strategies used to enhance application of human resource succession planning.

- i. -----
- ii. -----
- iii. -----

12. Rank how the availability of the following has on strategizing the human resource succession planning in your organization. (*circle the most correct one*)

1= Very strong influence 2=Strong Influence 3=Weak influence 4=No influence at all

<i>S/N</i>	<i>Items</i>	<i>Ranking</i>
1	Attracting and recruiting the potential employees	1 2 3 4
2	Rewarding and recognizing hard working employees	1 2 3 4
3	Effective leadership and management development	1 2 3 4
4	Staff engagement	1 2 3 4
5	Effective management and performance	1 2 3 4
6	Organizational learning and development	1 2 3 4
7	Setting enough budget for human resource development	1 2 3 4

13. Rank the following as suggested to be among the determinants of effective Succession Planning in the University.

Strongly determine the SP= 1, Weak determine the SP= 2, Not determine at all= 3

S/N	Determinants of SP	Ranking		
1	Human resource policies	1	2	3
2	Committed management	1	2	3
3	Culture of the organization	1	2	3
4	Readiness of the organization	1	2	3
5	Competence of the University management	1	2	3

14. Please circle what you think is the most correct answer from this statement.
“Effective Succession Planning contributes to organization performance”.

- a) I Strongly agree
- b) I agree
- c) I disagree
- d) I strongly disagree

15. What might be the barriers of implementing effective succession planning and in what ways can you address these barriers?

- i.
- ii.

Thank you for your cooperation.

APPENDIX B: INTERVIEW SCHEDULE

Introduction

Dear Sir/Madam

I, **KAPONTA, S. O**, of the Open University of Tanzania, would like to conduct a survey as a part of the research project to explore the factor affecting human resource succession planning in higher learning institution case of the University of Dodoma. I would like to be informed about certain issues on factor affecting human resource succession planning at the University of Dodoma. You have been selected as one of the respondents in this survey. Your answers will make great contributions in my data collection. All information provided will be used only for academic purposes and will be treated as confidential.

Part One: Personal information

Your age (*please tick the appropriate answer*)

20-30 years () 31-40 years () 41-50 years () 51-60 years () 60 +
()

Gender (*please tick whichever is relevant*)

b. Male () **b.** Female ()

Academic qualifications (*tick the relevant answer*)

a. Certificate () **b.** Diploma () **c.** Graduate () **d.** Master's degree ()

Any other (specify).....

How long have been working at this organization? (*Tick the relevant answer*)

Less than 5 years () 5-10 years () 11- 15 years ()

Directorate/ Department working with -----

Do you have knowledge on the concept of human resource succession planning and how it works in the organization?

.....

Does the University practice succession planning?

.....

If the answer is YES, how well is it practiced?

i. -----

ii. -----

How does the University conduct succession planning?

i. -----

ii. -----

How important is the Succession Planning in your working environment?

iii. -----

iv. -----

v. -----

Mention strategies used by the University in carrying out human resources succession planning

vi. -----

vii. -----

viii. -----

In your opinion which areas should be improved in order for the University to have effective human resource succession plan

- i. -----
- ii. -----
- iii. -----

Thank You for Your Time