UNIVERSITY OF CAPE COAST

IMPACT OF CAREER AND SUCCESSION PLANNING MANAGEMENT ON

ORGANISATIONAL PERFORMANCE IN SOCIAL SECURITY AND

NATIONAL INSURANCE TRUST (SSNIT)

BY

SIMON AGGOR

DISSERTATION SUBMITTED TO THE INSTITUTE FOR DEVELOPMENT

STIDIES OF THE FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF

CAPE COAST IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR

AWARD OF MASTER OF ARTS DEGREE IN HUMAN RESOURCE

DEVELOPMENT

MAY 2013

UNIVERSITY OF CAPE COAST

IMPACT OF CAREER AND SUCCESION PLANNING MANAGEMENT

ON ORGANISATIONAL PERFORMANCE IN SOCIAL SECURITY AND

NATIONAL INSURANCE TRUST (SSNIT)

SIMON AGGOR

2013

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Name: Simon Aggor

Signature:……………………………   Date:………………………

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Name: Dr. E.K. Ekumah

Signature:…………………………..   Date:..………………….

ABSTRACT

The dissertation aimed to access the impact of career and succession planning practices on the achievement of the organisatioal goals of SSNIT. It employed a descriptive approach to describe the demographic orientation and analyze the views of respondents. Due to the cumbersome nature of the population a sample of (175) respondents were used. Again, it applied statistical descriptive method as well as seasonal trend analyses to explain key performance indicators that were linked with respondent responses to draw relevant conclusions to address the research questions.

The dissertation uncovered that SSNIT pays attention to staff training and development and that there is a clear career and succession path for staff to occupy vacant positions. It also revealed that there is a significant impact of career and succession planning on the achievement of organisatioal goals of SSNIT.

The Study recommends an improvement on the progression for staff of all categories to breathe a fresh life into the organisatio which was bedevilled with rumours and dissatisfaction of staff placements.

ACKNOWLEDGMENTS

I would like to acknowledge the invaluable contributions made by some important individual's towards the successful completion of my post graduate course .In the first place am grateful to my entire family for their firm support .I would also like to express my sincere gratitude to my supervisor Dr. Ekumah for his constructive criticism and guidance during the preparation of this work.

Finally, I cannot over look the immense contribution of Mrs. Faustina Nti, Mrs. Sena Kpeto Kumade and Mr. Reuben Annan all of SSNIT.

Thank you very much.

DEDICATION

To my children Senyo, Elesi, Delali and Mawutor as well as my love ones

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

x

LIST OF ACRONYMS

CEO   -   Chief Executive Officer

CPM   -   Corporate Performance Management

KPI   -   Key Performance Indicator

NAPSE   -   National Association of Public Sector Employers

SPSS   -   Statistical Product ans Service Solutions

SSNIT   -   Social Security and National Insurance Trust

CHAPTER ONE

INTRODUCTION

Background to the study

The most expensive investment any organisation can make is in the development of its future leaders. The duty for this investment lies squarely with the Executive Team. This crucial task ensures that leaders possess competencies to achieve the organisation's strategy, continue to mature the organisation culture, and inspire the workforce.

Succession planning management is indeed, extremely important due to its positive impact on an organisation if effectively managed. The benefits derived from succession planning extend not only to organisations but also to individual employees. Failing to plan for an organisation's leadership succession is risky and may hamper on the performance of the organisation in the future.

According to Ball (1997), preparing an organisation's employees for future leadership roles consists of the activities planning and development.

1. Identifying employees who show potential for assuming greater responsibility

2. Assessing those individuals against some kind of leadership model to understand their strengths and development needs;

3. Developing your leadership model – or set of models – that describe the elements of leadership critical to your organisation;

1

4. Identifying the kinds of roles that will need to be filled; and

5. Ensuring a flow of succession opportunities-even if it means removing current leaders that are performing adequately in their role.

Developing future leaders goes beyond the classroom. According to available literature, successful leaders cite other factors besides training when asked to describe their best source of preparation:

These include:

1. Stretch experiences

2. A formative mentor and

3. Dealing with hardship and conflict.

A progressive view of leadership development will emphasize all of these strategies over a training-heavy approach. However, an element of "divine intervention" by a development-minded CEO is often needed to execute some of the riskier strategies such as;

1. Putting an employee in charge of key negotiations with a competitor, vendor, or union

2. Tasking an employee to turn around a struggling division or function

3. Tasking an employee to build out a new capability, develop a new product, or enter a new market

The benefits of a thorough approach to succession management accrue to the organisation as well as the individual. Organisations achieve their primary goal of having employees ready to step into leadership roles. This enables them

avoid the risk associated with bringing too many outsiders into key high-level positions.

To be undervalued, however is the benefit felt by employees even before their opportunity emerges. These employees, who are often star performers' middle managers or even individual contributors, can too easily be attracted away by offers from other organisations. "You have to leave to get ahead" is commonly heard in organisations without a capable approach to developing and promoting future leaders. Organisations that prepare their aspiring leaders for higher levels of responsibility replace this talk with higher levels of employee engagement, retention and hope.

Within any organisation, people in leadership positions eventually ceased to fulfil that role. This can occur for a variety of reasons, such as:

1. Promotion within the organisation

2. Move to part-time arrangements for better work-life balance

3. Voluntary departure from the organisation to pursue a career elsewhere

4. Involuntary departure from the organisation

5. Retirement

6. Serious illness

7. Death

Organisations that fail to plan for the timely and effective filling of such leadership roles can be caught off guard, with a consequent disruption in normal business activities and loss of market share. According Ball (1997) Succession planning is the pre-emptive process of identifying significant leadership positions

that could put the organisation at risk if left unfulfilled. It is vital to target current employees that could move into such roles and grooming them for succession. Managing leadership succession effectively requires a structured approach that is agreed, understood and followed by everyone involved in the planning process.

If management wants to meet future needs in an orderly, controlled, and efficient manner it must focus on the workforce as a whole. Succession planning focuses on people. In today's economy, attracting, developing and retaining employee talent is a core capability for any successful organisation. Two key and interrelated areas in which leading organisations are paying increasing attention are career development and succession planning.

The purpose of succession-related practices is to ensure that there are ready replacements for key positions in an organisation so that turnover will not negatively affect the organisation's performance

Whether an organisation is engaged in career and succession related practices or not depends on how they answer these questions;

1. Do the people you want to stay, leave?

2. Do the people you want to leave, stay?

3. Do the people who stay, leave their talents and creativities at home?

Career Planning and Succession Management are indispensable guide for leaders and human resource professionals looking to align individual and organisational goals and ensure their economic future.

Career and succession planning are closely related. Both involve changing the workforce. Career planning deals with changing the size, distribution, and

4

composition with replacing people or specific groups of people in the workforce. Attrition occurs naturally in any organisation. Succession planning attempts to respond to attrition by ensuring that there are well-qualified people ready to assume critical positions in the shortest possible time when vacancies occur.

Statement of the problem

Many organisations today are scrambling to prepare for an expected wave of retirements. Almost twice as many job openings are occurring from people retiring than from economic expansion. This is a direct function of a steadily aging workforce. A major organisation in Ghana is the Social Security and National Insurance Trust (SSNIT). SSNIT is a statutory public organisation charged with Ghana's pension administration with the main responsibility of replacing part of lost income in the event of old age, invalidity or lost of life. The objective of SSNIT is very laudable and of immense important to the worker, Hence the elaborate governing and management structure meant to ensure success. The implications for businesses, government agencies, profit and non-profit organisations and educational institutions are enormous, as organisational leaders manoeuvre to fill the talent pipeline. In this context, organisations are stepping up their investments in career planning and succession management. Career and succession planning refers to the process of identifying and preparing suitable employees through mentoring, training and rotation of jobs to replace key players like Chief Executives Officers (C.E.O.) within organisations as their terms expire, (Ball, 1997).

It is a norm in many parts of Asia, that succession planning is a sensitive issue discussed amongst partners or shareholders. This is because successful transition minimizes disruption, ensures continuous profitability and guarantees satisfactory returns to partners and shareholders. To date, these programs have generally been treated in isolation, and the combined effects of attracting, developing, and grooming talent are being lost. It should be noted from the above that career and succession planning management is a very important component in the success of an organisation therefore it is very essential for every organisation to establish it, though most organisations including SSNIT focus on capital and profit not on career and succession planning management.

In a well-managed organisation, placements for retiring and dismissed executives are chosen through leadership succession, an orderly process of identifying and grooming people to replace executives. Again, succession planning is linked to leadership development in two important ways. First, being groomed as a successor is part of the leadership development through enriched experience. Secondly, the process of choosing and fostering a successor's development is part of a manager's own development. Horton (1994) urges CEOs to identify one or more successors before retiring or leaving for other reasons. The replacement of senior executives and managers with outsiders can reflect either successful or failed succession planning. Bringing in outsiders to replace retiring or dismissed executives reflects successful planning when the board intentionally seek a fresh perspective. Failed succession planning is indicated when the company has to go outside because no suitable talent is available within the firm.

6

DuBrim (1995) proposed that, replacing executives with outsiders is typically thought to occur most often when an organisation is performing poorly. The main reason might be that insiders are too closely identified with the CEOs failed strategy and policies. It is worthy of note that a firm's succession strategy often mirrors its business strategy. The problem that this study aims to address is to examine the prospect and challenges SSNIT faces in appointing staff to fill vital vacant positions including suggestions to enhance a well managed succession planning management.

Secondly the study will also include suggestion to address problems faced by SSNIT in its quest to appoint staff for vacant positions.

Objectives of the study

The main objective of the study was to assess the impact of career and succession planning practices on the achievement of organisational goals in Ghana.

The specific objectives included:

1. Examining the practice of Succession Planning in SSNIT.

2. Assessing the Organisational performance system of SSNIT.

3. Establishing the relationship between the succession planning practices and the organisational performance.

4. Making recommendations for the improvement of succession planning management in SSNIT.

Research questions

This study was designed to find answers to the following questions.

1. How SSNIT is replacing its aged work force and what are the implications?

2. How does SSNIT appoint staff into higher position and what are the implications?

3. Does SSNIT have a career and succession programme in place?

4. What are the structure and the implementation of SSNIT career and succession planning programme?

5. What are SSNIT's challenges in career and succession planning management practices?

Scope of the study

In an organisation where career and succession planning are not well managed there can be numerous problems. This study could therefore point out how career and succession planning can be managed to promote organisational success through the identification of problems that could emerge and suggest solutions from either its mismanagement or non-existence.

The study also seeks to educate employees in the public sector on the need to attract, retain and engage talent in order to achieve business goals and optimise performance. The study will finally give an overview of the impact of talent management on the human resources of SSNIT in order to aid decision making

8

for improved performance. Career and succession planning management are simply considered fundamental element for business success.

Significance of the study

The research put a search light on career development in SSNIT and how it dovetail into the appointment of staff to vacant critical positions.

The issues examined by the research are whether SSNIT has a well structured process in appointing qualified staff to vital positions when they become vacant. It also looks at the type of training that is designed for staff that is being groomed for targeted positions when they become vacant. The research is also interested in knowing whether staff also prepares themselves alongside with what SSNIT does. With the necessary grooming of staff, either by SSNIT or by themselves, are they usually given the positions when they become vacant at all? The research is interested in analysing the effect of the answer to this question on the performance of the Organisation. It is also worthy of note that the research is interested in the suggestions of respondent on career and succession planning management in SSNIT and the way forward.

Definition of terms

A business organisation in its simplest form (and not necessarily a legal entity, e.g., corporation or LLC) is a person or group of people intentionally organised to accomplish an overall, common goal or set of goals. Business organisations can range in size from one person to tens of thousands. It may also

9

be defined as an institution organised and operated to provide goods and services to the society with the objective of earning profit. Many technical terms often feature in Business studies and a brief understanding of these terms ensure better understanding of business processes. To this end some few terms relating to the study are defined as fellows.

Succession planning - Is the process of preparing to hand over control. Specifically, business succession planning is the process of preparing to hand over control of the business to others in a way that is the least disruptive to the business's operations and value.

Performance indicator or key performance indicator (KPI) - Is an industry jargon for a type of performance measurement. KPIs are commonly used by an organisation to evaluate its success or the success of a particular activity in which it is engaged.

Management - the art of conducting and directing, that characterizes the process of leading and directing all or part of an organisation, often a business, through the deployment and manipulation of resources which could be human, financial, material, intellectual or intangible etc. It is the organisational process that includes strategic planning, setting; objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results. Management also includes recording and storing facts and information for later use or for others within the organisation.

Organisation of the study

In all, the study has five chapters. The first chapter looks at a background of the study, statement of the problem and the objectives of the study. This chapter also brought on board research questions, scope of the study as well as its significance. The second chapter brings on board the review of relevant literature related to career and succession planning management. It also includes the process of career planning and management. Chapter Three, concentrates on the research methodology with searchlight on the study organisation. Others are study design, population and sample size, data collection and data analysis techniques used and the challenges the field work encountered in the collection of data. Chapter Four deals with the analysis and discussions of data collected. Chapter Five provides a summary of findings, conclusions as well as recommendations of the research.

CHAPTER TWO

REVIEW OF LITERATURE

Introduction

Among the factors of production, labour for that matter human beings is the only active agent. Land and capital are passive agents (Harbinson 1973). According to F.H. Harbinson (1973), it is human beings who accumulate physical capital. They do the exploitation of natural resources, processes and manufacturers, useful goods and services. Infact, without human effort, production would be virtually impossible.

According to Acheampong (2006), who supported the human capital theory, training and development entails investment in workers which enhance productivity, growth and development at both the organisation and the economy as a whole. It therefore stands to reason that organisations should do all that they can to retain workers they spent large sums of money to train.

In today's economy, attracting, developing and retaining employee talent is a core capability for any successful organisation. Two key and interrelated areas in which leading organisations are paying increasing attention are career development and succession planning. As discussed in the previous chapter career and succession planning and management are closely related. It is for this reason that it will be discussed separately to arrive at a conclusion on how they are interrelated.

Career management

Career management is defined by Ball (1997) as making career choices and decisions- this has to do with the traditional focus of career interventions. Development which is a concept that has many forms of definitions, can be define as adding value to an existing entity or phenomena. Also it is the act of growing from stage to stage. Adding all of this we can say Planning and Development is the act of preparing and growing an organisation, Business, employers and personal being using the following steps or activities:

1. Identifying employees

2. Assessing those individuals with some kind of leadership model to understand their strengths and development needs.

3. Developing your leadership model.

A career is the work a person does or the sequence of jobs that an individual has held throughout his or her working life. The changed nature of work means that individuals may now have to revisit this process more frequently than in the past. He also defined it as managing the organisational career – this concerns the career management tasks of individuals within the workplace, such as decision-making, life-stage transitions, dealing with stress etc. He also talks of career as managing 'boundary less' careers – this refers to skills needed by workers whose employment is beyond the boundaries of a single organisation, a work style common among, for example, artists and designers.

Finally he defines career as taking control of one's personal development – here according to him as employers take less responsibility, employees need to

take control of their own development in order to maintain and enhance their employability.

Now that the job-for-life covenant between employer and employee has been superseded by an insecure and uncertain job market, career management has become a necessary survival skill rather than being an activity pursued by Ivy League alumni or people born with a silver spoon in the mouth. Job security is now based on knowledge, skills and added-value rather than length of service or loyalty to an employer. Career management is nothing more than a small investment of time, money and energy to protect the major source of revenue - one's job.

According to Harris (1997) the nature of career has changed in the past 25 years for several reasons, including the large number of corporate layoffs, the changed nature of work and the changed nature of organisations. Accordingly career stages are different than in the past. Many individuals today will experience a three phase cycle of entry, mastery and passage several times around.

Career planning

Career planning is a subset of career management. Career planning applies the concepts of Strategic Planning and Marketing to take charge of one's professional future career. Planning therefore embraces a person's entire life, the spiritual, social, educational and vocational. Career Planning is the life- long process a person goes through to learn about himself (his purpose, personality,

14

interests, skills and talents) develop a self- concept, learn about careers, and work situations and then make a career choice based on information gathered while developing coping and social skills. It also includes the skills a person employs in finding and keeping the job that is right for him or her.

The major focus of Career Planning should be on matching personal goals and opportunities that are realistically available. A term worth defining is "Career Path". A Career path is a flexible line of movement through which an employee may move during employment with an organisation.

Elements of career planning

According to Andrew and Szilagyi (1988) even with the growing popularity of the concept, there is great confusion concerning the focus and definition of career planning, career counselling, career pathing, achievement programs, and career development. The best approach is to look at career planning as consisting of two major elements that is organisational career planning and individual career planning.

Schei (1978) developed a cone that indicates that career paths can proceed in at least three directions which includes:

1. Vertically

2. Radically

3. Circumferentially

Schein (1978) suggests that with each move or combination of moves, the organisation will attempt to influence the individual, and the individual will

15

attempt to influence the organisation in return thus the influence of the organisation on the individual can occur in two ways. Schein (1978) suggested that socialization and training activities are most prevalent for the younger manager, that is, one who has not yet been fully acclimated to the organisation. Innovation occurs most often later in a manager's career, when he or she has acquired more status and experience.

Career transition planning

A "job for life" according to Schen, is no longer predominant. Outsourcing, delayering and rationalizing have had their part to play in this new employment landscape. On the other hand, employee mobility has risen sharply in recent decades, with many employees constantly on the lookout for the next "best offer". In this environment, career planning is a joint responsibility between the employer and the employee. This means that:

1. The employer is responsible for providing the career development tools and resources and career counseling.
2. The employee is responsible for using those career development tools and resources in obtaining clarity about their career needs, and then to take action implementing their career management plans.

For managers, such career development tools provide a structured resource that they can use in coaching and supporting their people to develop their career. For employees, they provide an opportunity for taking steps to achieve a more enriched, fulfilled and satisfying work experience.

16

Career planning challenges

According to Andrew and Szilagyi (1988), organisations wanting to effectively manage the career expectations and progression of their employees are working in an environment radically different from even just a few years ago. Szilagyi noted that current career planning challenges include:

1. Operating in a hyper-competitive business environment in which resources are scarce.

2. Attracting and retaining highly skilled and capable people within an aging workforce.

3. Factoring in a greater proportion of contract and casual employees with no long term allegiance to the organisation.

4. Engaging the talents, motivations and creativities of people whilst aligning to business requirements.

5. Managing employee expectations in an environment in which there are fewer opportunities for promotion.

6. Supporting marginal performers in increasing their discretionary effort and contribution to the role.

7. Encouraging poor performers to move on in a respectful way.

Succession planning management

Succession planning management serves as an interface between the human resource function and the strategic direction of an organisation. In this role, it is a vital resource in anticipating the future needs of the organisation and

helps find, assess, develop, and monitor the human capital required by the organisation's strategy. While serving as trusted adviser and confidante of the CEO, the succession management function may also reflect the concerns and needs of line executives throughout the business units.

Succession management identifies and monitors various talent pools within the organisation to match the future needs of the organisation with the bench strength of available talent. Not having the right talent in place is often a growth-limiting factor in achieving business potential.

To discover what leading practitioners of this complex art have learned, sixteen (16) firms sponsored an investigation with the American Productivity and Quality centre into the succession management practices of companies who had been identified by published reports or nominated by the study team as potential "best practice partners. The study sponsors voted to choose Dell Computer, Dow Chemical Company, Eli Lilly and Company, Pan Canadian Petroleum, and Sonoco Global Products as firms they would like to visit and study their approaches to management succession.

One of the clearest insights discovered is that effective succession management is a journey, not a destination. The best-practice partners in this study did not succeed in their first efforts at succession management. Similarly, none have rested on their laurels since having their process up and running. They continually see and adjust their systems as they receive feedback from line executives, monitor developments in technology, and learn from other leading organisations. For example, Dell reduced the degree of computerization for

18

succession management data in response to feedback from the field. Conversely, Lilly focused on providing a single integrated, centralized, and synchronized database of succession information.

Most managers believe certain skills and attributes that can be recognized in a non-managerial role, if done well, are predictors of managerial success. To develop targeted leadership programs and identify employees with leadership qualities, as part a succession plan, organisations must determine the competencies required for success at key positions. There should also be buy-in from management regarding the list of qualities you are seeking so there won't be a disconnection later when you find Candidates with these attributes. Another important aspect of succession planning is identifying whether or not you have a pool of qualified candidates ready to assume critical leadership positions. Employees can identify positions and career paths of interest and work with their manager to create a development plan for the new role. Schein (1978) noted that managers can identify top-performers in their teams as having potential to move into new leadership positions.

Difficulty may arise in identifying top candidates for succession to a specific job because the role often changes when a new person is selected to fill it. Once a job becomes available, many view this as a good time to revise the job as it has been filled previously and revise the job description to build more business impact into the position by restructuring the role or creating new responsibilities. No matter which way you generate your pool of candidates, you should

19

communicate the identification process to the candidates and make sure the candidates understand how they were identified.

Companies should use technology, where appropriate, to turn push into pull – that is, empowering their employees to take an active role in their career development within the organisation. Retention research indicates that individuals tend to stay longer where they are experiencing personal and professional growth. However, it may take time–possibly years–to develop even one viable candidate for top level positions and even longer to create a pipeline of several employees who will be ready to step in to leadership opportunities when they arise. There are a couple ways to develop your employees with an eye for succession planning. Succession planning efforts should be designed within the context of an organisation's overall business plan. Since the strategic plan and corporate objectives direct the skills and abilities needed by the company's leadership, these plans also affect the training and development implemented by the company. All organisations should incorporate a robust development program to be a part of the succession planning process to ensure the right people, with the right skills, are available at the right time to meet current and future business needs.

Plans do not develop anyone — only development experiences develop people. We see many companies put more effort and attention into the planning process than they do into the development process. Succession planning processes have lots of to-do — forms, charts, meetings, due dates and checklists. They sometimes create a false sense that the planning process is an end in itself rather than a precursor to real development. Many humans fall into the same trap

20

regarding physical fitness. We may have fantastic plans in place to lose weight. We may be very proud of our plans, which include detailed daily goals for diet, alcohol consumption, and exercise. And if our execution were half as impressive as our planning, we would be very svelte. Our focus should be on weight loss, not planning for weight loss.

This change of emphasis is important for several reasons. First, executives pay attention to what gets measured and what gets rewarded. If leadership development is not enough of a priority for the company to establish goals and track progress against those goals, it will be difficult to make any succession planning process work. Second, the act of engaging with senior executives to establish these goals will build support for succession planning and ownership for leadership development. Third, these results will help guide future efforts and mid-course corrections.

The metrics a company could establish for Succession Development might include goals like the percent of executive level vacancies that are actually filled with an internal promotion vs. an external hire, or the percent of promotions that actually come from the high-potential pool. Too often, we find companies measure only the percent of managers that had completed succession plans in place.

We sometimes find companies adding excessively complex assessment criteria to the succession planning process in an effort to improve the quality of the assessment. Some of these criteria are challenging even for behavioural scientists to assess, much less the average line manager.

Succession planning process

Succession planning is a process whereby an organisation ensures that employees are recruited and developed to fill each key role within the company. Through your succession planning process, you recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement or promotion into ever more challenging roles.

In organisational development, succession planning is the process of identifying and preparing suitable employees through mentoring, training and job rotation, to replace key players such as the Chief Executive Officer (CEO) within an organisation as their terms expire. From the risk management aspect, provisions are made in case no suitable internal candidates are available to replace the loss of any key person. It is usual for an organisation to insure the key person so that funds are available if she or he dies and these funds can be used by the business to cope with the problems before a suitable replacement is found or developed.

If you want to effectively do succession planning in your organisation, you must first identify your organisation's long term goals. In the process you will also need to understand the developmental needs and goals of your employees. Then you need to make sure that your key employees understand the roles, responsibilities, and career paths of the positions that they are Being developed to fill. There needs to be a match.

22

Also be mindful of the job employment trends in your industry and area so that you have a good appreciation for the roles that you may have a particularly difficult time filling externally.

To help everyone get a clear picture on the workforce a diagnostic organisational chart must be developed. Any organisational charting software tool that helps you visualize the organisation and its personnel 'hot spots' will greatly help in a successful planning process for example OrgChart software. Succession planning requires steps to obtain leadership guidance, collect relevant information, make key decisions, and execute succession and development actions.

If undertaking this activity for the first time, you should consider creating a process that is "separate" from other, related activities such as performance management and development planning. Later, after you have executed your process a couple of times, you may take down the special elements and start to integrate it with these other activities. The steps below outline such a stand-alone process.

1. Define purpose, goals, and scope.

2. Assemble an oversight committee.

3. Set policy

4. Define operational parameters

5. Develop and conduct the assessment

6. Compile and organise the data

7. Conduct organisational reviews

8. Implement development plans

9. Assess process effectiveness

Best practices in succession planning

The executives of the future are expected to be more sophisticated in order to develop and lead new global and technological initiatives. For these reasons, careful planning for the eventual replacement of managers at all levels in organisations has gained strategic importance.

This is true for small firms as well as large ones. It is not just succession to the top it's getting the right person in place for every job. Some of tomorrow's key jobs may not even exist now. If a firm plans to double in size in five years, they will need more talented managers.

The larger issue is leadership development, tracking, and developmental opportunities. The real key in succession management is to create a match between the organisation's future needs and the aspirations of individuals. The only way to keep talented people is to provide them with growth opportunities that keep them stretching and finding more promising opportunities they might find elsewhere. The average college graduate will change jobs five times in his or her career. Within the next decade, this norm will probably increase to seven job changes. Recruiting and retaining leaders becomes an economic and strategic challenge.

24

Key practices in succession planning

According to Harris, succession planning comes with some key practices, they are as follows:

1. Deploying a Succession Management Process

2. Identifying the Talent Pool

3. Engaging Future Leaders

4. Monitoring and Assessing the Program

5. Recommendations for Success

In the current economy, organisations put in a lot resources in training and developing its workforce. Experience workforce is therefore the cream of any organisation in this competitive economy. It is therefore imperative for organisations to retain their trained workforce to occupy sensitive positions when they become vacant. Vacancies may occur when the occupants retires, resigns, expires or expelled from organisation for wrong doing. Whichever way it occurs, there must be well prepared persons within the organisation to fit into the vacant positions without any break in the flow of work; hence, the need for career and succession planning.

This involves identifying and developing a pool of internal personnel with the requisite potential to fill critical organisational positions. Filling critical job position from within an organisation has numerous advantages. These are; the organisation assesses its needs, the job and the individual needs. Leaders are also able to identify key potentials for grooming. It also provides a comprehensive inventory which facilitates employee development. A clearly defined succession

25

planning also defines career pathways hence, employees can easily see where they fit. There are also high returns on investment from employees. This is because it reduces attrition and less retraining. It also leads to appropriate promotion. Succession planning, matches organisational needs with qualified talent hence, there is proper monitoring and rewarding. Career and succession planning also improves employee commitment and therefore retention. Hence, counters the increasing difficulty of recruiting employees externally. It also focuses on leadership continuity and improves knowledge sharing. Additionally, it provides more effective monitoring and tracking of employee proficiency levels and skill gaps. Career and succession planning is therefore a necessary part of an organisation's ability to reduce risk, create a proven leadership model, smooth business continuity and improve staff morale.

There are a number of research surveys and studies conducted in this field of study. These studies have been conducted in varied dimensions and across various sectors in both academia and the industry. The studies span between topics on Performance management and Succession Planning and are reviewed as follows:

Adhikari and Guatam (2006) writes on the topic "whose next?" he conveys that succession planning is the biggest challenge the companies in India are facing. Further, at the Tata group, the challenge is even more daunting. Not only does the board need to find and groom a successor or Chairman but also CEOs. He lamented that at Wipro Company limited, Chairman Azim Premji, 61 needs to get a successor in place too, although Wipro has no retirement age for the

26

chairman. It would be unfortunate if India's CEOs needed to stay on their jobs not because they wanted to, but because they were forced to. At this point, that's the sort of leadership crisis India Inc. seems to be staring at.

Balwin (2005) also wrote on the topic "the Strategy of Succession Planning" states that succession planning plays a major role in the companies' strategic planning. Succession Planning is not only for CEOs but also for all key positions. He further illustrates the advantages and disadvantages associated with succession planning. The process of developing succession planning requires a long-term strategy for companies; involving the key area requires continuity and development and the organisation wishes to develop.

Again Weekley (2005) in his study "Succession Planning: Issues and Answers", he stated that HR professionals develop the succession planning with a mandate received from the CEO. However, the applicant of the process is not sure. To put the plan in the process, the organisations should follow a few techniques. That is the CEO must be avid supporter and an active participant, the line management must own the process with HR playing a supportive role. Gaps between the current and future skills requirements are to be identified, succession planning must be consistent with other programs, employees are to be held accountable for their own planning and should focus on the selection process, the planning process has to be reviewed quite often.

Jones (2004), in his study on "Leadership Succession Planning: A Focus on Midlevel Managers" highlights the following issues:

1. Many organisations have indicated that they have formal succession plan. However the depth of these plans are yet to be determined.

2. Organisations continue to select the leaders through crisis management.

3. Many organisations are reluctant to have formal succession planning and do not have resources to invest in succession planning implementation.

4. Succession planning and leadership development has inadequate focus on midlevel managers.

5. Therefore, there is an urgent need for succession planning and leadership development strategies in many of the organisations-with specific emphasis on midlevel managers.

Performance measurements

Performance measurement is the use of statistical evidence to determine progress toward specific defined organisational objectives. This includes both evidence of actual fact, such as measurement of pavement surface smoothness, and measurement of customer perception such as would be accomplished through a customer satisfaction survey. In a service industry such as SSNIT, the performance measurement process starts by defining precisely the services that the organisation promises to provide, including the quality or level of service (e.g. timeliness, reliability, etc.) that is to be delivered. The performance measurement process starts by defining the services that the organisation promises to provide. Performance measures provide information to managers about how well that bundle of services is being provided. Performance measures should reflect the

satisfaction of the service user, in addition to those concerns of the system owner or operator (NCHRP Project 8-32(02), Multimodal Transportation: Performance-Based Planning Process, 1998).

The National Performance Review provides a complimentary definition of performance measurement: "A process of assessing progress toward achieving predetermined goals, including information on the efficiency with which resources are transformed into goods and services (outputs), the quality of those outputs (how well they are delivered to clients and the extent to which clients are satisfied) and outcomes (the results of a program activity compared to its intended purpose), and the effectiveness of government operations in terms of their specific contributions to program objectives".

Basically organisations carry out performance measurement in order to:

1. Set goals and standards

2. Detect and correct problems

3. Manage, describe, and improve processes

4. Document accomplishments

In general a good performance measure has the following features:

1. Is accepted by and meaningful to the customer

2. Tells how well goals and objectives are being met

3. Is simple, understandable, logical, and repeatable

4. Shows a trend

5. Is unambiguously defined

6. Allows for economical data collection

29

7. Is timely

8. Is sensitive

Process performance measurement tools and techniques applied to enterprise environments are essential for enterprise continuous improvement. It is the reason why the next generation of process management leads to Process Performance Management or Corporate Performance Management. The phrase Corporate Performance Management (CPM) was coined by Gartner Group to describe the combination of process, methodologies, metrics and technologies to measure, monitor and manage the performance of the business. The oft-citied phrase: "*If I cannot measure it, I cannot manage it*" can be motivation of this section.

The process measurement can be defined as the application of the management cycle with a focus on organisational process. Muehlen (2004) present process management as the collection of planning, organizing and controlling activities for the goal-oriented management of the organisation's value chain regarding the factors quality, time, cost and customer satisfaction. The main goals of process management are the achievement of transparency with regard to process structure and process contribution. The description and practical application of process performance management system will be presented in case study. The case study also presents exploitation of data from an enterprises information system for decision–making is next point of this chapter. The term of process controlling has been often discussed in relation to process management, because implementation of business process management is a way of how to

30

achieve of process performance management system establishment. The "Process Management and "Business Process" are contemporary terms used in the many companies. Many successful companies applied this management approach based on Hammer's Business Process Reengineering Concept (Hammer, 1993).

A number of citations on business process management seem to prove that it is a significant field of the recent research (Harmon, 2008). The main principles of process measurement system are described by the authors and many authors discuss about phrase Corporate Performance Management. The phrase Corporate Performance Management was coined by Gartner Group to describe the combination of process, methodologies, metrics and technologies to measure, monitor and manage the performance of the business (Scheer, 2006).

Corporate Performance Management is thus directed at continues monitoring of the effectiveness of the results of all company processes and the constant optimization thereof, i.e. its objective is a monitoring system that monitors the business performance of all pertinent business processes all the time, detects and reports weaknesses and problem situations, ideally even suggests optimization option and evaluates the success of improvement measures. Substantive recommendations for actions, including their chances of success, are needed so that the better decisions can be made more quickly. Process Performance Management may be regarded as the heart of CPM. (Scheer, 2006)

The present trends in Corporate Performance Management include:

1. Process mining for automated weak point analysis

2. Right time monitoring

31

3. Dynamic organisational analysis

These trends describe the purpose of application of process controlling in the manufacturing area. The application of process controlling based on process management principles for technological and diagnostics process control is one objective of this research. The main objectives of this research are design and verification of a control system based on business process management approach for control of process in the diagnostics and the electrical engineering and electronics manufacturing. In the following case study, I shall describe the practical demonstration of process controlling application.

National Association of Public Sector Employers NAPSE (2007) paper on succession planning management in a merit system explores succession planning management in the public sector and drawn relevant conclusions on the importance of succession planning management in organisations.

The paper defines succession planning management as applied in the public sectors and further concludes that; as public service agencies anticipate the need for future leaders and other key employees with the necessary competencies to successfully meet the complex challenges of service delivery in the 21st Century, they should develop succession planning initiatives that strategically position the organisation for the future. It commends that continuous development is a strategy that can be emphasized for employees at all levels to strengthen agency leadership and operational continuity.

Furthermore, it emphasizes that; while there is no single right way for agencies to implement succession planning, providing career enhancing

32

opportunities to all employees will promote professional and leadership development. The focus then is on employees, not positions, and on all employees within the organisation. Identifying talent early in an employee's career and cultivating it will assist agencies by increasing the potential candidate pool upon which to draw as vacancies occur. As we have illustrated, there are many benefits – increased recruitment, retention, and improved diversity – to creating a formal, inclusive, and accessible professional development strategy as part of a state's succession plan.

Despite the traditional approach of anointing "successors" and only providing senior level executives and management with development opportunities as most private sector employers do, succession planning can help government address the challenges of an aging-and-retiring workforce by improving retention of employees who are committed to public service careers and who possess the competencies, skills, and other success factors for the pool of leaders that will guide state governments tomorrow. Such an approach will result in a more efficient and better managed agency, thus making state government a more attractive employer able to attract highly qualified job seekers at every position level throughout their varying career stages. Formalizing succession planning while maintaining Merit principles is key to maintaining operational integrity while strategically planning for recruitment and development of potential future leaders.

A white paper, adapted by NAPSE (2007) focused on three key objectives associated with succession planning management which include issues relating to

33

the background to talent management and succession planning, the main features of modern talent management and succession planning and the role of HR. The conclusions were that; first and foremost, there is no one model for succession planning and there are no hard-and-fast rules.

Every organisation is different and that no one single model can be effective for all organisations. Another thing indisputable is that all organisations need leaders with a range of experience. Management training programmes cannot provide that hands-on experience which is crucial in making future leaders

Lastly, although succession planning management is a complex and time-consuming process, carried out properly, does not come cheap, succession planning is the only way of managing the delivery of that experience and aligning it with business needs.

34

CHAPTER THREE

METHODOLOGY

Introduction

The purpose of the study was to determine the impact of career and succession planning management on organisational performance in the Trust. Specifically, to assess the individuals who show potential for assuming greater responsibility against some kind of leadership model to understand their strengths and developmental needs, to develop or set leadership models that describe the elements of leadership criteria to your organisation, to identify the kinds of roles that will need to be filled and to ensure a flows of succession opportunity even if it means removing current leaders that are performing adequately in their roles.

In this chapter, the research methodology is discussed extensively. Also, it explains the sample selection, describes the procedure used in designing the data collection instrument and collecting the data and provides an explanation of the statistical procedures used to analyze the data.

Study organisation

The Social Security and National Insurance Trust (SSNIT) here after referred to as SSNIT or The Trust is a statutory public Trust charged with the administration of Ghana's National Pension Scheme. The Trust is currently the largest non-bank financial institution in the country.

The primary responsibility of the scheme is to replace part of lost income due to Old Age, Invalidity, or loss of life. The Pension Scheme administered by SSNIT has a registered membership of approximately one million with over 63,030 pensioners who currently collect their monthly pension from SSNIT. The annual growth rate of pensioners is over 6,000.

The Trust was established in 1972 under NRCD 127 to administer the National Social Security Scheme. Prior to 1972, the Scheme was administered jointly by the then Department of Pensions and the State Insurance Corporation. The Social Security Law (PNDC Law 247) under which the current Social Security Scheme operates was passed in 1991. Until 1991, the Trust administered a Provident Fund Scheme, and was converted into a Pension Scheme.

The core functions of the trust are**:**

1. Registration of employers and workers

2. Collection of contributions

3. Managing records of members

4. Managing the funds of the Scheme

5. Processing and paying benefits to eligible members and declared dependants

The Governing Board responsible for broad policy direction is tripartite in nature, Government, Labour and Employers. The Director-General (Chief Executive) together with the General Managers constitute the executive.

There are six (6) divisions.

1. Administration/Human Resources

2. Finance

3. Investment and Development

4. General Counsel

5. Operations

6. Directorate   -   Public Affairs Dept.

                             -    Internal Audit

                             -    SPIU   - Strategic Planning and Implementation Unit.

                             -    Research

                             -    Actuarial

The Trust has a decentralized operational system made up of the Area, Branch and Day Offices. The Operations Coordinator, situated at the Head Office, co-ordinates all the operational activities. There are Eight (8) Area Offices, Fifty (50) Branches and 18 Day Offices located all over the country. The Area Offices which exercise supervision over the Branches carry out the following activities.

1. Co-ordinate operational activities between the Branches and Head Office (GM Operations)

2. Institute legal action against defaulting employers

3. Collate accounting returns and reports from the Branches under them

4. Educate the Public on SSNIT Operations.

This study was conducted at the head office of SSNIT (Pension House) The Pension houses accommodates the Offices of the Director General, Deputy Director General, seven (7) general managers and twenty-nine (29) departments and offices. The general managers head each of the seven (7) divisions of the Trust.

Like any other organisation the general managers report to the Directors general (CEO) whiles the department report to the various general managers through the departmental heads. The survey questionnaire was administered to the sample selected from the population of staff at the head offices. The various divisions were stratified where each division was considered as strata from which a scientifically calculated sample was selected.

The simple random sampling method was adopted within the strata and a total sample of one hundred and seventy (170) was chosen to respond to the structured questionnaire.

The term survey is commonly applied to a research methodology designed to collect data from a specific population, or a sample from that population and typically utilizes a questionnaire or an interview as the survey instrument (Robson, 1993).

Surveys are used to obtain data from individuals about themselves or their households. Sample surveys are an important tool for collecting information from selected individuals. They are widely accepted as a key tool for conducting and applying basic science research methodology (Rossi Wright, & Anderson, 1983).

The academic community of Ghana is familiar with the use of survey to assess or project trends in almost all fields of social and political science. Sample surveys are comprised of standardized methodologies designed to gather information by examining systematically identified population samples. Social scientist rarely draws conclusions without disaggregating the sample population into various subgroups. For example the Gallup polls typically examine issues

disaggregated by gender, ethnicity, education and region of the country (Rossi, Wright & Anderson, 1983).

According to Leary (1995) there are distinct advantages in using a questionnaire vs. an interview methodology: questionnaires are less expensive and easier to administer than personal interview, they lend themselves to group administration; and they allow confidentiality to be assured. Robson (1993) indicates that mailed surveys are extremely efficient at providing in a relatively brief time period at low cost to the researcher.

Research design

The study design employed was descriptive, exploratory seasonal trend analyses and documented review. The descriptive method was used to describe the type and quality of succession planning management employed in SSNIT to give a clear picture of the succession planning management. Furthermore, the performance indicators that measure the performance of SSNIT were identified and comprehended with statistical descriptive summaries.

The exploratory method of data analyses provided a basis to assess the performance of the Trust over the years using preceding years as bench marks for subsequent years. This was because little information was obtained on the performance management plan and processes.

The seasonal trend analyses was employed to compare overall as well as annual performance of SSNIT that was related with the succession planning management to ascertain its impact on the performance of SSNIT. The research

also relied on reviewing available literature and data as well as informal discussions with staff, questionnaire and observation (Trochim, 2006).

Study population and sample size

Somekh and Lewin (2005) composed that the larger the sample size, the smaller the error will be in estimating the parameters of the population under study. However, the cost involve in reaching a greater percentage of the population is high. Table 1 presents a breakdown the respondents according to the division they were drawn from.

Table 1: Operational division of respondents

Division	Frequency	Percentage
Admin/HR	24	16.0
Finance	18	12.0
Gen Council	9	6.0
MIS	18	12.0
Benefits	28	19.0
Operations	34	23.0
IDD	6	4.0
DG's Office/Staff Directorate	13	8.0
Total	150	100.0

Source: Field work, 2011

It is evident from the results that the respondents were drawn from all eight (8) key divisions of SSNIT. The division that had most respondents was the

40

operation division with thirty – four (34) respondents. This was followed by the benefit division and Administration/Human resource Divisions with twenty-eight (28) and twenty-four (24) respondents respectively. The investment division however had six (6) respondents, the least number of respondents.

Data collection method

Questionnaire was used in collecting data, since our sampling frame, consisted of elements that were enlightened who can read and write. This method of data collection is convenient and time saving. Administrators of off.. efficiently participated in the filling of the questionnaire which made it easy for responses to be captured in the study.

A total of one hundred and fifty questionnaires (150) were properly filled, representing a response rate of 95.4 percent. Out of the 150 respondents, (53.3%) of them were males and (44.7%) females. It took about one month for the researcher to receive her filled questionnaires. This was because some of the respondents took a long time to fill their questionnaires. The researcher paid several visit SSNIT offices to ensure that the questionnaires were filled and returned to.

Data collection instruments

The main research instrument used was the questionnaire which was divided into sections. The first section was to describe the demographic characteristics of respondents. The second section was to examine the practice of

41

succession planning in the Trust, thirdly to establish the relationship between the succession planning practices in the organisation and lastly, to make recommendation for the improvement of succession planning management in the Trust.

The items in this study were developed as a result of an analysis of previous studies, discussions with practitioners in the field, and review of the literature. The survey items are located in Appendix A.

Section A: Demographic Details, items 1 – 5 obtained demographic information about the selected staff who responded to the survey. Item one (1) identified the gender of the respondent. Item 2, 3, 4 and 5 recorded the Age, Educational Background, Division of respondent and department respondents of respondents respectively.

Section B: items 6 -14 examined the leadership training programme that respondents have been exposed to in their working life in SSNIT. The specific questions asked enquired about whether or not respondents have been made to attend any managerial or leadership training programme organised by the Trust. Again information on who nominates staff was enquired. Other matters/subjects include programme duration, facilitators and the impact of the programme, its benefits and vice versa.

Section C: Career and Succession planning management, measured respondents indication of the state of career and succession planning management as well as the perception of respondents on the practices of succession planning and career in the Trust development.

Reliability and validity are important aspects of questionnaire design. According to Suskie (1996), a perfectly reliable questionnaire elicits consistent responses. Although it is difficult to develop, it is reasonable to design a questionnaire that approaches a consistent level of response.

Leary (1995) offers seven guidelines for designing a useful questionnaire:

1. Use precise terminology in phrasing the questions.

2. Write the questions as simple as possible, avoiding difficult words, unnecessary jargon, and cumbersome phrases.

3. Avoid making unwarranted assumptions about the respondents.

4. Conditional information should precede the key idea of the question.

5. Do not use double-barreled questions. (questions that ask more than one question but provide the respondent with the opportunity for only one response)

6. Choose an appropriate response format.

7. Pretest the questionnaire.

Robson (1993) indicates that a high reliability of response is obtainable by providing all respondents with the exact same set of questions. Validity is inherently more difficult to establish within a single statistical measure. If a questionnaire is perfectly valid, it must measure in such a way that inferences drawn from the questionnaire are entirely accurate. Suskie (1996) reports that reliability and validity are enhanced when the researcher takes certain precautionary steps:

43

Have people with diverse backgrounds and viewpoints review the survey before it is administered. Find out if:

1. Each item is clear and easily understood

2. They interpret each item in the intended way

3. The items have an intuitive relationship to the study's topic and goals, and

4. Your intent behind each item is clear to colleagues knowledgeable about the subject".

Considering these principles, the instrument were designed and administered to collect all relevant data staff selected for the survey. Results of the responses ad questions collected were analyzed to address the study objectives.

Method of data analysis

The filled questionnaires were gathered and edited to ensure that all the questions had been answered appropriately. Majority of the questions in the questionnaire were close-ended and pre-coded. The responses for the open-ended questions were coded according to the responses given by the respondents. These coded responses were entered in the computer, with the use of the Statistical Product and Service Solutions (SPSS) software. The data entered was further scrutinised and cleaned to ensure that errors made during the entry of the data were rectified to avoid discrepancies. Frequency tables and descriptive statistics were constructed to display results with respect to each of the later two research objectives.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the analysis and discussion of the data and other information collected. It employs mostly the descriptive approach of data analysis as outlined in the previous chapter titled – Methodology.

Demographic characteristics of respondents

The study employed a descriptive approach to describe the demographic orientation and analyze the views of respondents. Due to the cumbersome nature of the population a sample of (175) respondents were used. It captured the sex of respondents, ages of respondents, the number of years respondents have been on their job schedule.

Sex of respondents

The study examined the sex distribution of respondent's and the results indicated that (55.3%) of respondents were males and (44.7%) were females. The lager male dominance was by chance since random sampling was used. The ages of respondents ranged within the working class, 24 years and 60 years. However, the average age of respondents was 36 years.

With regards to the educational background of the respondents, 4.4% indicated that they completed senior secondary school, 20.9% had diploma or higher diploma level of education, 77.3% completed degrees and 14.3% completed had master's degrees.

With reference to the sampling method described in Chapter Three (3) respondents were proportionally distributed amongst the eight (8) Divisions in the Trust which implies that the responses were somewhat not scientifically bias. Additionally, responses vary within managers, supervisors and non supervisor with respect to Job position.

Practices of succession planning in SSNIT

The review of documents relating to corporate practices of the organisation (SSNIT) revealed that it makes adequate provision to ensure there is succession planning and career development.

In view of this, various department have an educational target to ensure that a staff in the department attend a training programme. Furthermore subordinates play active roles when their superiors are absent from work. As a requirement, every staff indicate his/her educational and career development needs when completing their performance appraisal forms at the beginning of every year and management allocates funds to facilitate the process.

When respondents were asked whether or not they attend managerial training programs 73.3% responded in affirmation whiles the remaining 26.7% said otherwise. Again respondents mentioned proportionally that the nominations

46

for the programs were by Human resource development departments and respondents respective managers. Findings pertaining to the calibre of facilitators revealed that both internal and external facilitators are involved as and when necessary in the views of the Human resource development department. Furthermore, ratings of the duration of the training programs showed 83.3% adequacy and the remaining 16.7% rated it inadequate. On the issue of whether the programs were beneficial to the career development of respondents as far as the succession planning management of the Trust is concerned, a majority (86.6%) of respondents answered in affirmative whiles the remaining 13.4% responded otherwise. Again, a majority (73.3%) of respondents agree that the training programs attended will improve their skills and knowledge and the remaining (26.7%) were not certain.

The average number of years that respondents have been on his/her job schedule was 6 years. However, majority (86.0%) of respondents have not spent more than ten (10) years on their job.

Table 2 and Figure 2 show the frequency distribution of number of years respondents have been on their respective job schedules.
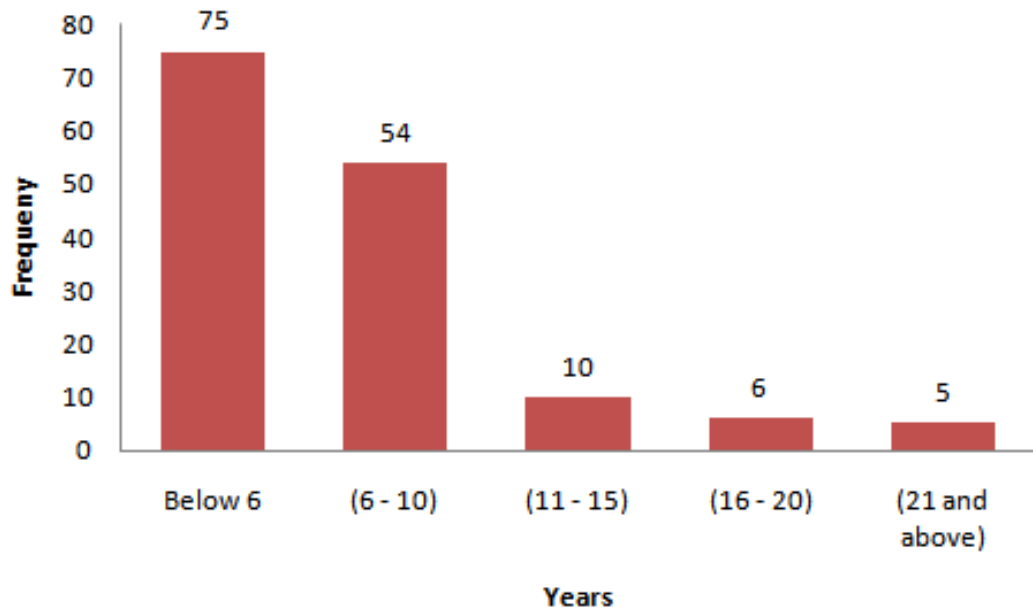
Figure 2: Distribution of number of years respondents have been on their job schedule

Source: Field work, 2011

About 73.3% of respondents responded in the affirmative that the Trust is preparing them for higher positions in the organisations whiles the remaining 26.7% said otherwise or were not certain. Lastly, on the issue of how the Trust is preparing Staff to fill higher positions in the future, respondents mentioned Periodic training programs, Staff attachments programs, coaching and appointments as Acting Managers as the modes of preparation. Furthermore, the average number of years that Staff thinks he/she will be trained for a higher position was five (5) years.

Table 3 shows response ratings of respondents on variables relating to management interest in succession planning and career development of staff.

Table 2: Summary of response ratings

Question	Response Ratings (%)					
	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	No Response
D1	36.7	22.4	18.4	14.3	8.2	0.0
D2	26.5	34.7	12.3	14.3	6.1	6.1
D3	42.9	30.6	18.4	4.1	2.0	2.0
D4	46.9	26.5	16.3	10.3	0.0	0.0
D5	36.7	44.9	6.2	8.2	2.0	2.0
D6	26.5	42.9	16.3	12.2	2.0	0.0
D7	28.6	59.2	28.6	8.2	0.0	4.1

Source: Field work, 2011

On the issue of staff aspiring for vacant positions (D1) is essential to management; a majority (59.1%) of respondents strongly agreed or agreed, 18.4% were Uncertain whereas 22.5% strongly disagreed or disagreed. As regards critical vacant positions are filled from within than without, 61.2% of respondents strongly agreed or agreed, 12.3% were Uncertain and 20.4% strongly disagreed or disagreed with 6.1% no response.

About 73.4% of respondents strongly agreed or agreed that there is a well structured training programs for staff that are earmarked for vacant positions, 16.3% were uncertain and 10.3% disagree.

As to whether staff always well prepared for (D2) critical positions when they become vacant, 73.5% strongly agreed or agreed, 18.4% were Uncertain and

49

6.2% strongly disagreed or disagreed. On the issue of whether Staff who are groomed for vacant positions are always assured of it, 81.6% of respondents strongly agreed or agreed, 6.2% were Uncertain and 10.2% strongly disagreed or disagreed with 2.0% no response.

As to whether there are clearly defined procedures in appointing staff for vacant positions, 69.4% of respondents strongly agreed or agreed 16.3% were Uncertain and 14.2% strongly disagreed or disagreed. On the issue of whether Staff put in vacant positions are always successful on their jobs, 87.8% of respondents strongly agreed or agreed, 28.6% were Uncertain and 8.2% disagreed with 4.1% no response.

Organisational performance system in SSNIT

Key performance indicators were used to study the organisational performance of the Trust.

They include:

1. Number of Benefits paid;

2. Coverage; and

3. Compliance.

The operational activities of the trust is most often geared towards increasing coverage and contribution collection which is Appendix 2 provides a ten (10) year trend of the key indicators mentioned above.

The annual average number of benefits processed for the period was 85,431 with a standard deviation of 26,067.16. A total of 132,082 numbers of

claims had been processed as at December 2010 setting the number of pensioners on SSNIT payroll at 107,312. Furthermore the annual maximum and minimum number of claims paid were 132,082 and 52,911 (Table 3).

Coverage of employees under the SSNIT scheme stood at 900,332 as at December 2010. The average annual increase of coverage of employees was 27,505 with a standard deviation of 69,997. The maximum and minimum annual increase of coverage of employees was 143,020 and -62,762 respectively. Please see Table 3 for detailed statistics.

Table 3: Detailed descriptive statistics

	N	Mini	Max	Mean	Std. Dev	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	S.E	Statistic	S.E
Benefits	10	52911.00	1.32E5	8.5431E4	26067.16	.509	.687	-.774	1.334
Coverage	10	-6.28E4	1.43E5	2.4754E4	66565.10	.568	.687	-.223	1.334

Source: Field work, 2011

Figure 3 depicts a ten (10) year annual trend of employee compliance rates. Overall, compliance rates depicted an up and down trend during the period (2001 - 2010). Compliance rate was highest in 2005 and lowest in 2008 with 98.41% and 83.07% compliance rates respectively. On the average compliance rate for the period was 90.80%.

Years
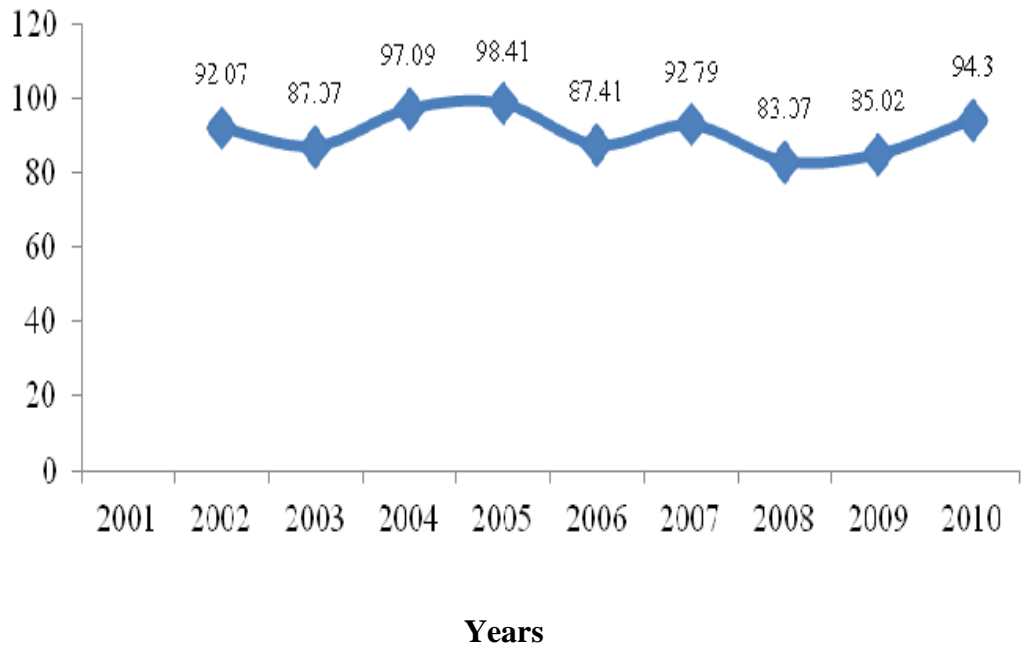
Figure 3: Trend of compliance rates

Source: Field work, 2011

Impact of succession planning management on performance

Given the complexities of leadership in the 21st century, the skill set needed in order to lead successfully was ever changing, so the organisation actively needed to develop leadership skills among its associates. The leadership behaviours that were critical for survival in contemporary organisations and that

53

needed to be developed in this organisation included innovation, creativity, adaptability, flexibility, and other change-oriented goals (Klenke & Lane, 2004). Berger et al. (2004) aimed to determine whether or not there was an impact on promotions from within the organisation based on the development of leadership competencies identified by the organisation. In order to make this determination, a competency profile for desirable leadership capabilities related to senior leadership and management positions in the organisation was created. A competency is considered to be a reliable, measurable, relatively enduring characteristic of a person, team, or organisation that causes and statistically predicts a measurable level of performance. Competency characteristics include content knowledge, behaviour skills, cognitive processing, personality traits, values, motives, and other perceptual capabilities that validly predict some level of performance.

In order to answer the question related to the difference in the promotion rate from within the organisation, between the treatment and control groups, and after the treatment group had received an assessment and leadership development program, the researcher compared the retention rates and promotion rates of the two groups. During the 6 months subsequent to the leadership training and development program, the treatment group yielded a higher employee retention rate and promotion rate. For the 30 participants in the control group, 25 or 83% were retained, and 2 or 7% received a promotion. For the 30 participants in the treatment group, 29 or 97% were retained, and 4 or 13% received a promotion. In the initial phase of the measurement period, the treatment group performed better

than the control group in both measurement areas. As to whether or not succession planning impact on operational performance, the following analyses were made to elicit significant findings.

It was found after analyses that 55.3% of respondents were males and 44.7% were females who were aged between the working class of 24 years and 60 years with an average age of 36 years and were either qualified with the SSSCE, HND, First Degree or Higher Degrees.

As a finding, SSNIT organises managerial training programs and the duration was adjudged by 83.3% of the respondents to be adequate. Prospective trainees are nominated by the human resource development department and by their respective managers. A majority of 86.6% of the respondents affirmed that, these training programs have been beneficial to their career development. Internal facilitators as well as external ones are outsourced as and when necessary. 4. A majority of 73.3% of respondents agree that the training programs attended will improve their skills and knowledge. A majority of 86% of respondents has spent less than 6 years on the job and 73.3% of respondents responded in the affirmative that the Trust is preparing them for higher positions in the organisation. Periodic training programs, Staff attachments programs, coaching and appointments as Acting Managers are among the modes of preparation that SSNIT adopts to fill higher positions in the future with their staff with an average time of training being 5 years (from respondents perspective). As to whether critical vacant positions are filled from within than without, 61.2% of respondents strongly agreed or agreed, 73.4% of respondents strongly agreed or agreed that

there are well structured training programs for staff that are earmarked for vacant positions. For the question of whether staffs are always well prepared for critical positions when they become vacant, 73.5% strongly agreed or agreed, 18.4% were uncertain and 6.2% strongly disagreed or disagreed. On the issue of whether Staff who are groomed for vacant positions are always assured of it, 81.6% of respondents strongly agreed or agreed, 6.2% were uncertain and 10.2% strongly disagreed or disagreed with 2.0% no response. As to whether there are clearly defined procedures in appointing staff for vacant positions, 69.4% of respondents strongly agreed or agreed 16.3% were uncertain and 14.2% strongly disagreed or disagreed. On the issue of whether Staff put in vacant positions are always successful on their jobs, 87.8% of respondents strongly agreed or agreed, 28.6% were uncertain and 8.2% disagreed with 4.1% no response.

The key performance indicators used for this research were the Number of Benefits, Coverage of employees and Compliance.

For the number of benefits, it was found that the annual average number of benefits processed for the period was 85,431 with a standard deviation of 26,067.16. A total of 132,082 numbers of claims had been processed as at December 2010 setting the number of pensioners on SSNIT payroll at 107,312. Furthermore the annual maximum and minimum number of claims paid were 132,082 and 52,911.

With a maximum number of employees of 143,020 and a minimum of 62,762, 900,332 employees had been covered as at December 2010 with an

average annual increase of coverage of employees of 27,505. This has a standard deviation of 69,997.

Considering compliance as a key performance indicator, it was found that, the average annual compliance rate was 222 with a standard deviation of 333. Compliance rate was highest in 2005 and lowest in 2008 with 98.41 and 83.07 compliance rates respectively. Overall, compliance rates rose as the years go by with small period decreases in between the entire period (2001 - 2010).

The upward trend of key performance indicators reveals to some extent organisation success or high productivity for the period.

A link between succession planning and organisational performance is therefore evident and positive in nature since in the case of succession planning, the conclusions are that SSNIT embraces and embark on succession planning and by so doing has maintained an increasing trend of performance in respect of key indicators.

The conclusion is that (73.0%) and (81.6%) or respondents who had worked for an average of 10 years and more in SSNIT indicated that they are being prepared for higher positions and are also assured of the future vacant positions in the Trust during this period where key performance indicators are showing increasing trend as the years go by. This reveals the continuity in both succession planning and operation performance.

CHAPTER FIVE

SUMMARY, CO NCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarizes the entire research, findings and objectives as planned for and executed scientifically. It forms the concluding part of the research project. Furthermore, it makes appropriate recommendations and draws conclusions from the findings.

Summary

The objectives of this research are to study the demographic characteristics of respondents, the practice of succession planning and organisational performance system in SSNIT. These objectives where achieved using a questionnaire research design approach with 200 questionnaires (which was conducted in two phases) of which 25 were excluded for reasons of inconsistency in responses and incompleteness of answers. The first section of the questionnaire retrieved the demographic information where as the remaining included assessment of leadership training programs, assessment of career and succession management and its prospects. Descriptive statistics were used to calculate the mean and standard error scores of performance indicators along with the other variables and were displayed in charts and tables. Frequencies were used to generate a profile of the key demographic characteristics of the respondents.

Adopting the method of stratified sampling with a sample size of one hundred and seventy five (175) the population comprised the permanent staff which was grouped into Executive, Management and Junior Staff. The nature of the objective required the use of two sets of data, both primary and secondary. The data on the performance indicators was secondary which span from 2001 to 2010 with the primary data restricted to the qualitative data pertaining to the staff perception on key areas of succession planning and management in SSNIT.

Major findings

Objective one (1) sought to study the demographic characteristics of respondents. Upon analysis, it was found that 55.3% of respondents were males and 44.7% were females who were aged between the working class of 24 years and 60 years with an average age of 36 years and where either qualified with the SSSCE, HND, First Degree or Higher Degrees.

For objective two (2) which sought to study the practice of succession planning in SSNIT showed that SSNIT organises managerial training programs and the duration was adjudged by 83.3% of the respondents to be adequate. Majority of the respondents:

1. Affirmed that these training programs have been beneficial to their career development

2. Agree that the training programs have improved their skills and knowledge

3. Have spent less than 6 years on the job

59

4. Affirmed that SSNIT prepares them for higher positions

5. strongly agreed or agreed that vacant positions are filled within than without

6. Strongly agree or agree that SSNIT has a well structured training program

Lastly, for objective three (3) which sought to study SSNIT's organisational performance system, it was found out that with a standard deviation of 26,067.16, 85.431 was the mean annual number of benefits processed for the period. A maximum number of employees of 143,020 and a minimum of 62,762, 900,332 employees had been covered as at December 2010 with an average annual increase of coverage of employees of 27,505 with a standard deviation of 69,997. The average annual compliance rate was 222 with a standard deviation of 333.

Conclusions

SSNIT adopts and implements a career development and succession planning management and majority of the respondents support SSNIT's processes and approach to career development and succession planning management. There are also adequate training programmes in place to train and develop staff excel in their various chosen careers. No matter your field of specialization, by dint of hard work one can occupy a higher vacant position in future. This is good for the company and for the nation at large as it fosters continuous production and does not bring about breaks in replacements which would hinder productivity, affect income and finally retard socio-economic development of the nation.

Recommendations

The following recommendations on the bases of the findings are discussed as follows:

1. It was observed in the performance of this research that, a much better and stronger conclusion can be drawn when the relationship between the succession planning practices and the organisational performance is studied. Exploratory analyses approach can be adopted at this stage to ascertain a statistical model suitable for the data structure. It is however recommended that a logistic regression model and categorical data analysis comprising the chi square test be explored in further research work.

61

2. SSNIT already implements career development and succession planning management however, as the literature proposes 'developing future leaders goes beyond the classroom. It is therefore recommended that SSNIT backs the training up with checks such as tests, examinations, interviews and assignments to check how serious trainees take the training that is giving them and not have to wait for trainees to reach the position they are being trained for only to find out that they probably did not take the training serious. Stretch experiences and candidate's ability to deal with hardships and resolve conflicts are as well crucial areas that must be considered in the training areas of SSNIT. This cannot be left to chance since it is not in the position of management that one learns such things as conflict resolution. In the light of this coach and mentoring must be adopted as the major training method for future successors. Coaching as defined by the Indistinct Society (1999) as "the art of facilitating the enhanced perform learning and development of others. It is usually one-to-one on-the-job approach to helping people interest their skills and their competence level. This form of training airs at rapid improvement of skills behavior and performs. The coach must be an excellent achiever with a good track record on the job. Even though coaching may be informal , it has to be planned and should provide motivation structure and effective feedback.

3. Mentoring is also process of using specially selected and trained individuals to provide guidance, advice and continuing support which will

62

help the person or persons allocated to them to learn and develop (Armstrong, 2006). Hirsh (2000) suggest that mentors should prepare individuals to perform better in the future and groom them for higher and greater thing ie career advancement. Mentors provide guidance on how to acquire the necessary knowledge and advice on dealing with any administrative, technical or people problems. Even though there are no standing mentoring procedures, it is essential to select mentors who are committed and are likely to adopt the right attitude in bringing up their mentees.

4. If well implemented, mentoring and coaching can prepare people to exercise wider and innovative responsibilities. This will go long way to enrich knowledge skills and values of the organisation.

5. Without career development and succession planning management in key industries of the nation, there are inhibitions and outliers in the trend of production which invariably affects income and hence profitability mostly because of the disruption during the transition period. Even whilst taking extra time to retrain a replacement there would be an empty slot in that position which contributes to the roughness of the transition. To foster continuous industrial production and hence profitability which is of much concern to stakeholders like investors, shareholders and management, it is highly recommended that they prepare appropriately before hand and make the proper implementations of succession planning management to avert risky situations like this.

6. Inhibitions and outliers in trend of production due to poor implementation of career development and succession planning management directly and indirectly affect the socio-economic development of the nation. Employees in companies without proper or no implementation of career development and succession planning management mostly have a feeling of undervalue. It strongly contributes to very low employee engagement and employee involvement in productivity and work. It also contributes to brain drain since foreign companies, who understand the impact of such methods, implement them and for the job security of employees, they are easily attracted away to seek greener pasture elsewhere. This also very directly affects the socio-economic development of the nation. It is therefore highly recommended to the State of Ghana that key industries which do not implement career development and succession planning management be made to include attracting, developing and retaining key employee talent as a core development capability.

7. SSNIT should continue to adopt the right attitude in staff development if it wants to continue to be in competition in the current pension reform. The reform takes away an aspect of the monopoly formerly enjoyed by SSNIT. The reform has now given 5% contribution to be managed by the private fund manager and Trustees while SSNIT will now handle only the monthly pensions with 11% contribution. At the face of this competition it is only effective training and proper career and succession manager that can propel the institution to be ahead of others. If properly, done SSINT

64

can retain its qualified staff. On the other hand if proper care is not taken, the competitors are more likely to poach very experienced staff from SSNIT, leaving it in the danger of customer dissatisfaction due to low performance.

8. Management should be very much committed to the sustenance of effective career on succession planning management. This is because it is an assured consistence means of spotting and developing managerial talent. Management should have the understanding that staff are used to their strength, not penalized for their weakness and that staff are generally of high caliber. Additionally management should also understand that staff abilities and potentials are well understood and utilized. One of the surest means of maintaining and developing managerial talent is to put in place an effective performance management system like the Balance Score Card which translates organisation's mission and strategy into a comprehensive set of performance measures that provides a framework for a strategic measurement and management system. Performance management system establishes an effective tool to help managers manage their own performance and that of their subordinates on a continuing basis for every member of staff to contribute optimally to the strategic objectives of the organisation and reward staff differently on the basis of individual performance. A good performance management system is linked to the following systems: Strategic objective of the organisation, job descriptions training and development, succession planning

management, career development and reward. Because of these linkages, a well managed performance management is a fertile recipy for developing future management talent.

9. Management must do well to ensure certain fundamental principles and values for the sustenance of career and succession planning management in SSNIT. In the first place there must be effective communication. Employees at all levels of the organisation are to have clear understanding of their roles and responsibilities. Feedback on performance must be given on a continuous basis. Objectivity and transparency must permeate the system. Staff assessments should be made against agreed and clearly stated targets so that there should be no" surprises". Evaluation and decisions should be based on evidence drawn from well-documented processes that can stand scrutiny.

Furthermore, fairness and equitable treatment should be made to prevail. Decision and actions should be made and taken with due regard to changing circumstances and environment as they relate to the achievement of objectives. All employees should be treated equally and should have equal and appropriate access to benefits, training and resources to achieve targets. In addition there must be mutual respect and trust. All discussion about staff performance should be conducted with due regard to accepted principles of courtesy, respect and an understanding of each other's role and responsibility.

REFERENCES

Acheampong, I. K. (2006). *Human resource development: Labour market concepts and operations*. Cape Coast: Catholic Mission Press.

Adhikari, & Guatam, S. (2006). *Management*: Building a competitive Advantage. Irwin: McGraw-Hill.

Andrew, D., Szilagyi, M., & Wallace, J. (1988). *Organisational behaviour and performance.* (2nd ed.). Scott: Foresman.

Armstrong, M. (2006). *A handbook of human resource management practice* (10th ed.). London: Kogan Page Limited.

Ball, S. (1997). Diversity in religious practice: Implications of islamic values in the public workplace. *Public Personnel Management*, *32*(3), 315- 330

Benchmarking Organisational Leadership, Effective Executive, October 2006.

Berger, D., & Berger, L. (2004). *The talent management book*. New York: McGraw-Hill.

Bernthal, P.R., & Wellins, R.S. (2005). Global comparisons leadership forecast 2005-2006: best practices for tomorrow's global leaders. *Survey report.* London: Chartered Institute of Management.

Cowie, J. (2005). *Succession planning*. London: HR Studies.

Dubrim, A.F. (1995). *Professional skills in human resource management living limited,* Accra.

Dunn, B. (1995). Success themes in Scottish family enterprises : Philosophies and practices through generations. *Family Business Review*, 8, 17-28.

68

Dubois, D., & Rothwell, W., (   ). *Competency –based human resource management*, Davis –Black.

Harris, M. (1997). *Human resource management. A practical approach* (2nd ed.). Ohio: Thomson learning TM.

Hammer, L. (1993). SMES succession planning: Its pros and cons, a survival process. In International Council for Small Business, 48th World Conference, Belfast, UK.

Harbinson, F. (1973). *Strategies of human resource development in Blaug, M. mconomics of education*. Middlesex: Penguin.

Harmon, W. C. (2008). Managing the family firm succession process: The next generation family member's experience. Doctoral dissertation. School of Management: Boston University.

Hirsh, W. (2000) *Succession planning demystified*. Brighton: Institute for Employment Studies.

Munro, A. (2005). *Practical succession management: how to future-proof your organisation. Aldershot: Gower.dimensions. Change agenda.* London: Chartered Institute of

IP, B., & Jacobs, G. (2006). Business succession planning: a review of the evidence. Journal of Small Business and Enterprise Development. 13(3), 326-350.

Jones, R., Jennifer M., George, H., & Charles, W. L. (2004). *Contemporary management.* Boston: Irwin McGraw-Hill.

Klenke, K., & Lane, M. (2004). The ambiguity tolerance interface: A modified social cognitive model for leading under uncertainty. *Journal of Leadership and Organisational Studies*, 10(3), 69-81.

Leadership Succession Planning: A focus on midlevel managers, The Council for Excellence in Government, September 2004.

Personnel and Development. Available at *http://www.cipd.co.uk/subjects/maneco/ leadership/_UKglblcmprldrshp.htm*.

Personnel and Development. Available at: *http://www.cipd.co.uk/changeagendas* Publishing, CA, 2004.

Ramani, V. V. (2005). *Succession planning insights and experiences* (1st ed.). Hyderabad: ICFAI University Press.

Robson, C. (1993). Real world research: a resource for social scientists and practitioner researchers. Blakewell, Cambridge, USA, ISBN 0631176896.

Rothwell, W. (2003). Effective succession management: Building winning systems for identifying and Sandy Weill's Legacy, Business Week, July 28, Issue 3843.

Schein, (1978), Manpower planning; Vocational guidance. Addison-Wesley Pub. Co. (Reading, Mass.) (pp. 270-276).

Scheer, T. (2006). Succession in family businesses: Exploring the effects of demographic factors on offspring intentions to join and take over the business. Journal of Small Business Management, 37 (3), 43-61.

Somekh, B., Haldane, M., Jones, K., Lewin, C., Steadman, S., Scrimshaw, P., Sing, S., Bird, K., Cummings, J., Downing, B., Harber Stuart, T., Jarvis, J., Mavers, D., & Woodrow, D. (2007). *Evaluation of the primary schools whiteboard expansion project*. Becta: Coventry.

Social Entrepreneurship, Leadership and Succession planning, Effective Executive, October 2006.

Succession management – Lead the Tomorrows Leaders, HRM Review, April 2008.

Suff, R. (2005). In quick succession. IRS Employment Review. No 833, 14 October. (pp. 46-48).

Tannen, D. (2007). *Talking voices: Repetition, dialogue and imagery in conversational discourse.* (2nd ed.). New York: Cambridge University Press.

Tansley, C., Harris, L., & Stewart Jim. (2006). *Succession planning practices of West Michigan family-owned businesses: An empirical analysis*. Retrieved from www.sbaer.uca.edu/research/sbida/2002/Papers/24.pdf

APPENDICES

APPENDIX A

QUESTIONNAIRE FOR STAFFS OF SSNIT

Section A – Demographic details

1. Gender/ Sex ☐ Male ☐ Female

2. Age Range ☐ 21 – 30 ☐ 31 - 40

   ☐ 41 – 50 ☐ 51 - 60

3. What is your highest educational qualification?

   ☐ Middle School/JSS ☐ SSS/ 'A' Level

   ☐ HND ☐ First Degree

   ☐ Others (please

   specify)………………………………………………………..

4. Check the division of SSNIT you belong to?

   ☐ Admin/HR ☐ Finance ☐ General Counsel ☐

   MIS

   ☐ Benefits ☐ Operations ☐ IDD

5. Please state your department……………………………………………

Section B – Assessing leadership training programme in SSNIT

6. Have you attended any managerial or leadership training organised by the

   Trust?

☐ Yes ☐ No

If No, please continue from **Section C**

7. If yes, how were you nominated for the training programme?

☐ Invitation by HRD ☐ Your Manager's nomination

☐ Your demand on HRD to put you on the programme

8. Who facilitated the Training programme?

☐ SSNIT ☐ External Consultant ☐ Both

9. How was the duration of the programme?

☐ Adequate ☐ Inadequate

10. If inadequate, please give your explanation.

……………………………………………………………………………

……………………………………………………………………………

11. Was the training beneficial to you as a future leader or Manager?

☐ Yes ☐ No

12. If yes, please state how the training impacted on you for future leadership

positions?

……………………………………………………………………………

……………………………………………………………………………

……………………………………………………………………………

13. If No, please explain why it was not beneficial to you?

………………………………………………………………………………

………………………………………………………………………………

14. Please state what you think could have been included to make the training effective for future leaders?

………………………………………………………………………………

………………………………………………………………………………

Section C – Assessing the career and succession management in SSNIT

15. What is your current job schedule?

☐	Benefit Officer	☐	HR Officer	☐	Operations Officer

☐	IT Officer	☐	Gen Admin Officer	☐	A/C Officer

☐ Students' loan officer   ☐ Legal Officer

Others, please specify

…………………………………………………………………….

16. How long have you been in this job schedule?

☐ 1 - 5 yrs   ☐ 16 – 20 yrs   ☐ 31 – 35 yrs

☐ 6 – 10 yrs   ☐ 21 – 25 yrs   ☐ 35 – 40 yrs

☐ 11 – 15 yrs   ☐ 26 – 30 yrs

75

Others, please specify

…………………………………………………………………..

17. What position are you currently holding?

☐ Manager ☐ Supervisor ☐ Clerk/Non

☐ Supervisory

Others, please specify

……………………………………………………………

18. What position are you aspiring for?

☐ Departmental Manager ☐ General Manager ☐ Area

Manager

☐ Supervisor ☐ Branch Manager

19. Is SSNIT preparing you for this position?

☐ Yes ☐ No

20. If No, how do you hope to attain it?

☐ Through dedication and hard work

☐ Improving upon your level of education

☐ Through long service to the organisation

21. If yes then how is SSNIT preparing you for this position?

☐ Attachments and Coaching programmes ☐ Both

76

☐   Sponsorship for further education

Others, please specify

………………………………………………………….

22. Will these programmes help improve your performance for the position

you are aspiring for?

☐ Yes   ☐ No   ☐ Uncertain

23. For how long do you think you will be adequately trained for this

position?

☐   2yrs   ☐ 5yrs   ☐   7yrs   ☐ 10yrs

24. Are you very certain of getting the position you aspire for?

☐ Yes   ☐ No   ☐ Uncertain

25. If unable to get the position you are aspire for, what will be your reaction?

……………………………………………………………………………

……………………………………………………………………………

26. If no, what do you suggest to the management of SSNIT to do?

……………………………………………………………………………

……………………………………………………………………………

Section D – Prospects of career and succession planning management in SSNIT

Please tick the appropriate column in answer to the question.

SA = Strongly Agree   D = Disagree

A = Agree   SD = Strongly Disagree

U =Uncertain

	SA	A	U	D	SD
28. Staff aspiring for higher positions when they become vacant is important to management of SSNIT					
29. Critical vacant positions in the Trust are filled from within more than without					
30. Staff are always well prepared adequately for critical positions when they become vacant					
31. There are well structured training programmes for staff who are earmarked for higher positions in the Trust					
32. Staff who are groomed for critical					

	SA	A	U	D	SD
positions are always assured of those positions when they are vacant					
33.There are clearly defined procedures in appointing staff to critical positions that are vacant					
34. Staff who are put in vacant critical positions are always successful on their jobs					

Section E – Assessment of managements' attitude towards career and succession planning management in SSNIT

	SA	A	U	D	SD
35. Management always makes the right appointment of staff to critical vacant positions.					
36. Succession of staff for critical vacant position is subjective in most cases in SSNIT					
37. Most staff develop themselves in anticipation of assuming higher positions					

79

which do not materialize					

38. Did you personally choose your career with SSNIT or your job

placement determined your career?

☐ Personally chose career   ☐ Placement determined

Career

39. How would you rate career and succession planning management in

SSNIT?

☐ Very Adequate   ☐ Adequate

☐ Uncertain   ☐ Inadequate

Please rate SSNIT Managements' attitude towards Career Succession Planning

Management.

SA = Strongly Agree   D = Disagree

A = Agree   SD = Strongly Disagree

U =Uncertain

	SA	A	U	D	SD
40. SSNIT Management places much					

80

emphasis on career succession planning management always.					
41. Management allocates sufficient resources for staff development to enable them fill critical vacant positions					
42. Management objectively encourages all staff to work and study hard for future succession					

APPENDIX B

81

DATA ON CLAIMS AND COVERAGE OF EMPLOYEES

Year	Number of claims paid	Coverage of employees	Compliance rates of employees
2001	52,911	652,791	-
2002	57,626	652,278	92.07
2003	64,011	589,516	87.07
2004	74,309	645,254	97.09
2005	72,242	640,008	98.41
2006	84,661	584,076	87.41
2007	96,671	727,096	92.79
2008	10,6168	843,676	83.07
2009	11,3628	880,760	65.17
2010	13,2082	900,332	49.11