

**CAREER PLANNING AND SUCCESSION MANAGEMENT PRACTICES
OF THE CLINICIANS AT KENYATTA NATIONAL HOSPITAL**

By

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DECLARATION

This research project is my original work and has not been submitted for a degree in any other university

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This research project has been submitted for examination with my approval as university supervisor

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DEDICATION

I dedicate this work to my loving husband Benjamin Kemboi, who sacrificed a lot both morally and financially to ensure that I completed this course, my children Faith, Albert and Emmanuel for their patience and Inspiration as I was working on this project.

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DEFINITION OF TERMS

Clinician	An individual qualified in the clinical practice of medicine, psychiatry, or psychology as distinguished from one specializing in laboratory or research techniques or in theory. It is both the doctors and the nurses working in the hospital
KNH	Kenyatta National Hospital

ABSTRACT

The world now is a global village and very competitive in every front. For any individual, business firm, organization, country or even continent to survive in the competitive environment it has to utilize her resources effectively and efficiently for her future benefit and survival. One of the fundamental resources is the human capital. What determines growth and future survival in a business firm, a country or continent is how she treats and develops her human capital. Effective HRM encompasses career planning and succession management. With the increased scope for job mobility and corporate race for global headhunting of good performers, it is now a well-established fact that normal employment span for key performers remains awfully short. Hence, career planning and succession management practices are crucial in these organizations and the extent to which these practices are implemented can greatly support the achievement of organizational objectives.

The objective of this study was to find out the career planning and succession management practices at KNH. The study adopted a case study design where data was collected using an interview guide. Three senior employees were interviewed and data was analyzed using qualitative analysis. The study established that there are several career planning and succession management practices that have been adopted at KNH. The career planning practices include top management support, alignment to organizational objectives, career centers, communication and feedback while the succession management practices include structured succession management program, policies on succession management, alignment to organizational strategies, top management support and finally training and development.

In conclusion, career planning and succession management have a great impact on the performance of KNH and therefore the pursuit of this will create an environment of cohesiveness and commitment to work and therefore needs to incorporate the practices that have not yet been adopted. It is recommended that similar study be undertaken in other public and private hospital in Kenya in order to shed more light on the area.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The world now is a global village and very competitive in every front. For any individual, business firm, organization, country or even continent to survive in the competitive environment it has to utilize her resources effectively and efficiently for her future benefit and survival. One of the fundamental resources is the human capital. What determines growth and future survival in a business firm, a country or continent is how she treats and develops her human capital. How a business firm develops a succession plan for her workforce is the magic that determines whether it remains afloat of the highly competitive market or it drowns completely. The era now is termed as ‘the era of the battle of talents’. How a business firm develops a successful and appropriate succession plan and implements it has bearing in determining whether the firm will wither the unpredictable world economic challenges, have an efficient and effective workforce, retain the best talents and have continuity in its strategic leadership (Charan, 2005)

Effective HRM encompasses career planning, career development and succession planning. Dessler (2008) emphasizes that employers have a big effect on employees’ careers. An organization without career planning and career development initiatives is likely to encounter the highest rate of attrition, causing much harm to their plans and

programmes. Similarly without succession planning managing of vacancies, particularly at higher levels, become difficult. There are examples of many organizations that had to suffer for not being able to find a right successor for their key positions. With the increased scope for job mobility and corporate race for global headhunting of good performers, it is now a well-established fact that normal employment span for key performers remains awfully short.

The term career planning and career developments are used interchangeably in most of the organizations. It is also correct that but for their subtle difference in the definitional context, their process remains the same. Organizational Career Management is a relatively new concept. Its genesis is in the recognition that old ways of doing business are becoming increasingly ineffective. Innovative organizations recognize that today's knowledge and service-based economy requires greater investment in human capital. In a knowledge-based economy, a highly skilled and motivated staff is the organization's competitive edge. In an era of skills shortages, employers can no longer rely on simply hiring more people to meet the organization's need to increase production. Organizations need to find other strategies to build capacity (Glenn, 2007).

1.1.1 Career Planning

The term career in the context of the workplace can be seen most simply as the sequence of work experiences an employee may have over time. Work experiences may involve moving from one job to another, but also the changing nature of work within a single job and the experiences of working on varied projects. Career moves in organizations are

very often sideways rather than upwards, and may be cross-departmental, geographical or functional boundaries. Dessler (2008) defines career planning as a deliberate process by which someone becomes aware of his or her skills, interests, knowledge and motivations, and other characteristics and establishes action plans to attain specific goals and career management as the process of enabling employees to better understand and develop their career skills and interests and to use these skills and interests more effectively while career management is the process for enabling employees to better understand and develop their career skills and interests, and to use these skills and interests more effectively. He further expounds that career planning means matching individual strengths and weaknesses with occupational opportunities and threats and identifies career development as the lifelong series of activities that contribute to a person's career exploration, establishment, success and fulfillment. Ethos (2007) defines organizational career management as a dynamic management practice designed to discover and capitalize on the alignment between corporate goals and employee career development needs. Organizational Career Management is a relatively new concept. Its genesis is in the recognition that old ways of doing business are becoming increasingly ineffective.

The major focus of career planning is on assisting the employees achieve a better match between personal goals and the opportunities that are realistically available in the organization. Career programmers should not concentrate only on career growth opportunities. Practically speaking, there may not be enough high level positions to make upward mobility a reality for a large number of employees. Hence, career-planning efforts need to pin-point and highlight those areas that offer psychological success instead

of vertical growth. Dessler (2008) says that there has been a shift in philosophy today that many employers have strengthened the career focus of their human resource activities. Career planning is not an event or end in itself, but a continuous process of developing human resources for achieving optimum results. It must, however, be noted that individual and organizational careers are not separate and distinct. A person who is not able to translate his career plan into action within the organization may probably quit the job, if he has a choice. Organizations, therefore, should help employees in career planning so that both can satisfy each other's needs (Baldwin, 2012). Involvement in employees' Career Management makes sense for organizations of all types and sizes. Enabling individuals' career development is a win-win proposition. As employees develop, the organization's human capital grows, building its capacity to deliver and expand its services and/or products. An effective career planning process in an organization provides an opportunity to link an individual's goals with those of the organization. When this occurs, both the individual and organization benefit from its employees Career Planning.

1.1.2 Succession Management

Succession management has become an important talent management initiative at companies around the world. For some companies, succession management is a strategic process that minimizes leadership gaps for critical positions and provides opportunities for top talent to develop the skills necessary for future roles. With other companies, succession management is a constant struggle, viewed as an administrative exercise rather than as a competitive advantage. In strong economic times, it is easier to ignore

deficiencies in the succession management process – but in the current economic downturn, the need to identify and develop top talent for critical roles has never been more important. Effective succession management enables companies to react quickly to change and endure difficult times. At its best, succession management allows a company to seamlessly merge its employees’ capabilities and career aspirations with the company’s business strategy and talent needs (Kim, Campbell and Ronald, 2009). Succession planning recognizes that some jobs are the lifeblood of the organization and too critical to be left vacant or filled by any but the best qualified persons. Effectively done, succession planning is critical to mission success and creates an effective process for recognizing, developing, and retaining top leadership talent. Too many think of succession planning as having application only in family owned companies or in large conglomerates. In fact, succession planning should be a part of every company’s Strategic Plan - your vision of where the company will be going in the future. The reasons for this approach are fairly obvious: If there is no succession planning process, how will the company develop and nurture its human capital (Baldwin, 2012)

The terms succession management and succession planning are often used interchangeably, but there’s a significant difference. Where traditional succession planning focuses on compiling a list of possible replacements, succession management looks to both identifying and developing high-potential leaders who are capable of executing the corporate strategy. Therefore, best-in-class succession management involves two key activities: tracking pivotal roles that are emerging as resource pressure points and proactively sourcing and developing a strong talent pool of future leaders.

Best-in-class organizations are those that go beyond the traditional approach and focus on an integrated succession management process aimed at enhancing leaders' current and future capabilities. These companies have formal strategies for identifying, assessing, and developing leaders throughout the enterprise. Developing a succession management process that accurately assesses and develops leaders to meet these three areas is critical. In addition, organizations should focus on understanding their leadership talent along several timeframes for succession management purposes (e.g., leaders who are ready now for a critical role, leaders who will be ready soon, and leaders whom the organization should keep an eye on). For leaders in each of these phases, appropriate leadership development actions should occur to ensure that a robust talent pipeline exists and individuals move through the readiness stages at an appropriate pace. Best-in-class organizations target having one or two individuals identified for each readiness stage of their pivotal roles. To achieve this kind of pipeline ratio requires succession management to be a top priority for senior management. (Aon Hewitt's, 2012)

Succession planning involves forecasting vacancies, developing a talent pool, and selecting the right personnel for those critical positions in order to support the organization's strategy. Succession planning also details processes for transferring institutional knowledge and preserving institutional memory (Garman & Glawe, 2004). Armstrong (2009) defines Succession planning as the process of assessing and auditing the talent in the organization in order to answer three fundamental questions i.e. are there enough potential successors available – a supply of people coming through who can take key roles in the longer term? Are they good enough? Do they have the right skills and attributes for the future? He further says that succession planning is based on the

information supplied by talent audits, supply and demand forecasts and performance and potential reviews. Glenn (2007) says that succession management secures future leadership capability, which is critical for driving organizational performance that wins in the changing world of work. It is an active and vital on-going business process, embracing dynamic market imperatives to integrate the identification, assessment and development of talent with long-range strategic planning.

1.1.3 HealthCare Sector in Kenya

The health sector comprises the public system, with major players including the MOH and parastatal organisations, and the private sector, which includes private for-profit, NGO, and FBO facilities. Health services are provided through a network of over 4,700 health facilities countrywide, with the public sector system accounting for about 51 percent of these facilities. The public health system consists of national referral hospitals, provincial general hospitals, district hospitals, health centres, and dispensaries. National referral hospitals are at the apex of the health care system, providing sophisticated diagnostic, therapeutic, and rehabilitative services. The two national referral hospitals are Kenyatta National Hospital in Kenyatta National Hospital in Nairobi and Moi Referral and Teaching Hospital in Eldoret. The equivalent private referral hospitals are Nairobi Hospital and Aga Khan University Hospital in Nairobi. (Muga, 2004)

Growth in the healthcare industry in Kenya will be supported by increasing expenditure on healthcare, within both public and private sectors. This will be paralleled by improved regulatory enforcement, which will result in decreased competition from poor quality and

counterfeit products. The Ministry of Health has undertaken to widen access to affordable, high quality healthcare through enhanced allocation of resources to the healthcare industry. In 2004 there were 16 physicians and 128 nurses per 100,000 of the population. (<http://www.allianzworldwidecare.com/healthcare-in-kenya>, 2006). Basic primary care is provided at primary healthcare center and dispensaries. Dispensaries are run and managed by enrolled and registered nurses who are supervised by the nursing officer at the respective health Centre. They provide outpatient services for simple ailments such as the common cold and flu, uncomplicated malaria and skin conditions. Those patients who cannot be managed by the nurse are referred to the health centres. Sub-district, district and provincial hospitals provide secondary care, i.e. integrated curative and rehabilitative care. Sub-district hospitals are similar to health centers with the addition of a surgery unit for Caesarean sections and other procedures. District hospitals usually have the resources to provide comprehensive medical and surgical services. Provincial hospitals are regional centers which provide specialized care including intensive care, life support and specialist consultations. Third level care is provided at the general hospitals Moi and Kenyatta. Gaps, which regularly appear in the system, are filled by private and church run facilities. www.smartglobalhealth.org › Kenya Mission

1.1.4 Kenyatta National Hospital

The Kenyatta National Hospital in Nairobi is the oldest hospital in Kenya. Founded in 1901 with a bed capacity of 40 as the Native Civil hospital, it was renamed the King George VI Hospital in 1952. At that time the settler community was served by the nearby

European Hospital now Nairobi Hospital. It was renamed Kenyatta National Hospital – after Jomo Kenyatta – following independence from the British. It is currently the largest referral and teaching hospital in the country. The University of Nairobi Medical School and several government agencies are located within the premises. KNH has 50 wards, 27 outpatient clinics, 15 theatres and accidents and emergency department out 12 the total level because capacity of 1,800 and 220 beds are for private wings, where is today from a full pledged private mainly occupying the 9th and 10th floor of the tower block. The private wing concept aims at providing quality health care at an affordable cost and retaining most of the professional staff within reach while doing their private practice within the hospital. There is a doctor's plaza consisting of 50 suites for various consultants specialist. The average bed occupancy rate in some wards goes to 300 percent. In addition, at any given day the hospital hosts in the wards between 2,000-3,000 patients. On average the hospital caters for over 89,000 in-patients and 600,000 out-patients annually. (www.knh.or.ke)

The estimated number of employees is 6000 and this constitutes 58% technical (clinicians) and 42% administrative staff. Due to the large size of the hospital its human resource management function experiences major challenges because of large staff specializations, greater professionalization and the need for higher technical qualification in different areas and because of the complexity of its services (Njau, 2012). Because the hospital plays a critical role as the main referral hospital in Kenya this research therefore will establish effective ways of career planning and succession management that the hospital has been employing and how effective it has been in order to recommend best

strategies where there is a gap so that it is in a position to achieve its vision of becoming a regional Centre of excellence in provision of innovative and specialized health care with their mission of providing specialized quality health care facilities, medical training research and participation in national planning and policy and furthermore committed to quality health care as their motto.

1.2 Research Problem

An effective organization requires a pool of individuals who are qualified to accept increasing responsibilities to move into other higher level jobs with reasonable facility (Sing et al., 1992). Having the right and well-motivated staff in the organization whose career progression path is clearly structured is a key element for competitive advantage. Eshiteti (2013) stated that succession planning programs emerge as a strong factor influencing staff retention mainly through provision of employee growth opportunities and job satisfaction which is enabled through programs such as job rotation, mentoring, coaching. Career planning practices plays an increasingly representative role in the human resources management. People are always concerned about choosing and building careers to meet their needs and aspirations. (Biswajeet, 2008). Succession planning being a business strategy has recently gained attention in the healthcare literature, primarily because of nursing shortage concerns and the demand for retaining knowledgeable personnel to meet organizational needs. This kind of research has been conducted in healthcare settings that clearly define best practices for succession planning frameworks.

Brunero (2009) indicated that within healthcare, succession planning has traditionally been considered for people at the executive director level and little research has been published with the clinicians. Health care is such an essential national security need that must be offered by qualified and competent staff and hospitals must continuously reassess their capacity to deliver service (Githua, 2006). Over time, there has been unrest among the clinicians in public hospitals especially at KNH. Other than little and delayed payments, the other major cause of unrest is lack of promotions and unclear career progression path. KNH believes that it has succession planning and career management practices in place. It relies on line managers to identify successors but this is not documented. Promotions are the perceived succession planning process in KNH management where there is an automatic progression to the next level through appraisals after every three years. This duration is long for ambitious professionals in the current generation who are so dynamic and want changes in their careers more often. This prompts them to opt for greener pastures where they can move up the ladder in their careers. Cases of doctors establishing their own private practice is a threat to the hospital where it is the main referral and is expected to be well equipped with the top most doctors in the country. Policies on talent management and succession planning are being developed but KNH being a key referral hospital in the country, it is necessary that it keeps abreast with the current trend in career planning and succession management to enable the hospital have a stable workforce.

Several studies have been conducted locally on the area of career planning and succession management. Chepkwony (2012) did research on the link between talent

management practices, succession planning and corporate strategy among commercial Banks in Kenya and found that talent management and succession planning is critical as this ensures there is continuity of business in the long term. Njau (2012) did her research on the challenges facing human resource function at KNH and concluded that hospital requires an efficient human resource management function to support the role of the hospital in health care service delivery to the nation. Tunje (2014) researched on the relationship between succession planning practices and employee retention in large media houses in Kenya and found that career management is more critical in ensuring that organisations retain majority of their employees. Sereti (2013) researched on succession management and concluded that it should be recognized that scope for formal succession planning may be severely limited in today's more flexible and rapidly changing organizations, where elaborate plans may be out of date as soon as they are made and despite this limitation, succession planning need be provided for in each organization to ensure that there is smooth running even when some employees leave suddenly.

It is evident that no study has been done in the area of career planning and succession management practices in the hospital and this research therefore will help in filling this gap of knowledge. The research problem can be summarized in the following question: what are the career planning and succession management practices employed at Kenyatta National Hospital?

1.3 Objectives of the Study

The objectives of this study were:

- i. To establish the career planning practices of the clinicians at Kenyatta National Hospital
- ii. To determine succession management practices of the clinicians at Kenyatta National Hospitals

1.4 Value of the study

The results of this study would benefit various groups. First, the results would benefit the management of Kenyatta National Hospital as it endeavours to assess whether they are using proven methods of managing career and succession planning of their employees in the organizations. This study will be a good source of information to manage its human resource function. It will enable the decision makers to come up with better policies and decisions that provide an enabling environment for the provision of quality health care.

It will also be important to management and staff of other public health institutions as it will provide insight on how to deal with succession management and career planning practices. It will help human resource professionals sharpen their focus on these practices that have been adopted globally and locally and thereby provide a rationale for changes that can be adopted within their own institutions to gain competitive advantage.

The study will also be useful to academicians who wish to carry out further research as it contributes to existing literature in the field of career planning and succession management

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on literature in career planning and succession management practices. This chapter presents the literature review and presents the theoretical foundation of the study, career planning practices, succession management practices, and the relationship between the two above. The literature has been reviewed from journals and reference books.

2.2 Theoretical Foundation

Career planning and succession management is based on a number of theories which try to explain the career planning and succession management practices brought about by organizational initiatives and the employees themselves to improve their employee skills and performance. Some of the theories include:-

2.2.1 Human Capital Theory

Becker (1969) viewed human capital as a set of skills/characteristics that increase a worker's productivity. According to Becker's view human capital is directly useful in the production process. More explicitly, human capital increases a worker's productivity in all tasks, though possibly differentially in different tasks, organizations, and situations. He states that although the role of human capital in the production process may be quite complex, there is a sense in which we can think of it as represented by a unidimensional

object, such as the stock of knowledge or skills and this stock is directly part of the production function.

Human capital theory emphasizes the labor costs relative to the return on generic versus specialized investment (i.e., future productivity) for skills; transferability of developing employee skills and knowledge (i.e., skills education and training); employees own their own human capital; firms seek to protect themselves from the transfer of their human capital investments to other firms; investments in the development of generic skills are incurred by workers, whereas investments in firm-specific training are incurred by the firm (Becker, 1964; Flamholtz & Lacey, 1981; Schultz, 1961).

2.2.2 Work Adjustment Theory

Work adjustment theory by Dawes (1984) is sometimes referred to as the Person–Environment Correspondence Theory. This theory states that the more closely a person’s abilities (skills, knowledge, experience, attitude, behaviours, etc.) correspond with the requirements of the role or the organisation, the more likely it is that they will perform the job well and be perceived as satisfactory by the employer. Similarly, the more closely the reinforcers (rewards) of the role or organisation correspond to the values that a person seeks to satisfy through their work, the more likely it is that the person will perceive the job as satisfying. The theory acknowledges that the correspondence between person and environment may not be perfect perhaps because the person chose the wrong career or the employer chose the wrong candidate. Even a good correspondence may change over time. The person’s skills might develop so that they outgrow their role or their priorities

may change because of non-work commitments. The nature of the job or the nature of the rewards an employer is able to offer may also change. The flexibility of a person or an environment will determine the extent to which they can tolerate any lack of correspondence between abilities and requirements and/or values and reinforcers. Flexibility will vary from individual to individual and from environment to environment.

The Theory of Work Adjustment (TWA) describes the relationship of the individual to his or her work environment. Work is conceptualized as an interaction between an individual and a work environment. The work environment requires that certain tasks be performed, and the individual brings skills to perform the tasks. In exchange, the individual requires compensation for work performance and certain preferred conditions, such as a safe and comfortable place to work. The environment and the individual must continue to meet each other's requirements for the interaction to be maintained. The degree to which the requirements of both are met may be called correspondence. Work adjustment is the process of achieving and maintaining correspondence and Work adjustment is indicated by the satisfaction of the individual with the work environment, and by the satisfaction of the work environment with the individual--by the individual's satisfactoriness. This satisfaction and satisfactoriness result in tenure, the principal indicator of work adjustment. Tenure can be predicted from the correspondence of an individual's work personality with the work environment. (pr.psych.umn.edu/twa.html)

2.3 Career Planning Practices

Career planning plays an increasingly representative role in the human resources management. People are always concerned about choosing and building careers to meet their needs and aspirations. Career planning process involves both individual and organization responsibility. In the contemporary business environment that is highly competitive, we find that career management responsibility rests increasingly on the individuals. Organizations also play an important role; its need to have and maintain a competent staff, considered as the main source for obtaining competitive advantage, most advanced companies develop and apply an integrated management career system, beneficial both for themselves and for their employees (Eliza, 2010). Organizational Career Management is a relatively new concept. Its genesis is in the recognition that old ways of doing business are becoming increasingly ineffective.

Innovative organizations recognize that today's knowledge and service-based economy requires greater investment in human capital. In a knowledge-based economy, highly skilled and motivated staff is the organization's competitive edge. In an era of skills shortages, employers can no longer rely on simply hiring more people to meet the organization's need to increase production. Organizations need to find other strategies to build capacity (Glen, 2007). Career planning essentially means helping the employees to plan their career in terms of their capabilities within the context of organizational needs. It is described as devising an organizational system of career movement and growth opportunities from the point of entry of an individual in employment to the point of his

retirement. It is a management technique for mapping out the entire career of young employees in higher skilled, supervisory and managerial positions. Thus, it is the discovery and development of talents and planned deployment and redeployment of these talents (Biswajeet, 2008). Dessler (2008) says that career planning is a deliberate process through which someone becomes aware of personal skills, interests, knowledge, motivations and other characteristics and establishes other action plans to attain specific goals

Leigh (2013) identified the following as the key career management best practices; One, Providing Employee Assessment and Career Planning Workshops where employees learn to take charge of their careers, beginning with assessing their abilities, interests, and values; two, Conducting Career Coaching Workshops for Managers to support their efforts by becoming familiar with the career assessment and planning process, practicing career coaching techniques, preparing for various types of employee-initiated career discussions, and giving honest feedback; three, Establishing Employee Career Centers where employees can come for self-assessment and services may include computerized programs that incorporate 360-degree feedback, competency assessment, confidential counselling, career management and resilience training, lunch-and-learn seminars, and information, sometimes through an intranet system, about internal opportunities; four, Giving Open Business Briefings.

According to Orpen (1994), a variety of organizational career management practices are employee workshops, job rotation, job enrichment, career progression ladders and like organizationally planned programs or developmental stage theories. Organizations may

also contribute to career identity by providing abundant opportunities for self-development, opportunities for advancement and mentors. When selecting an employee, organizations may use internal job postings extensively, maintain a job-matching database, encourage job rotations and internal management succession and transfer people across departments laterally to increase their value for themselves and for the firm (Lazarova and Taylor, 2008). The development of people has taken centre stage as a crucial business strategy in the 1990s for many organizations. In today's 'lean and mean' business climate, development is a necessary survival strategy: it helps companies position themselves so they can adjust to rapid changes in their environment. It is also a key factor as organizations compete for human resources that are skilled and scarce (Lam, Dyke and Duxbury, 1999)

According to Edgar (Manolescu, 2003), career planning is a continuous process of discovery in which an individual slowly develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system. Career planning is seen as a very systematic and comprehensive process of targeting career development and implementation of strategies, self-assessment and analysis of opportunities and evaluating the results. Career planning uses all the information provided by the organization's assessments of requirements, the assessment of performance, and potential and management succession plans, and translates it into the form of individual career development programmes and general arrangements for management development, career counselling and mentoring (Armstrong, 2009). The career planning process involves both the organization and the individual responsibility.

Thus, the individuals must identify their aspirations and abilities, and through assessment and counselling to understand their needs of training and development; the organization needs to identify its needs and opportunities, to plan its employees and to ensure its staff has the necessary information and appropriate training for career development. Therefore, career planning according to Popescu (2003) must link individual needs and aspirations with organizational needs and opportunities, evaluating, advising and informing its staff on career planning, individual development efforts with training and development programs. Most often this match is not done, the organizations paying a differential attention to its employees, planning career of the high performance individuals with greater opportunities for promotion and not taking into account the performance of potential employees.

Career planning is effective when the organizations use fully the skills and knowledge of their employees and they are motivated to achieve maximum performance and be satisfied with their work, which helps the organization to achieve its objectives. The frequent manifestation of layoffs requires that employees demonstrate certain skills and competencies that prove indispensable to the actual or potential employers (Eliza, 2010). She further recommends that career counselling activities should be introduced for all the employees, as a formalized activity of the human resources department. Creating a special service for career counselling, consists of specialists with psychosocial and / or managerial training, who knows both individuals' and organizations' needs, would lead to a better alignment between the individuals needs of fulfillment and organization objectives. Organizations are responsible for providing the necessary resources to be

successful in the employees' career planning. These resources include:- Career workshops, Career centres or information systems (or databases from where the employees can learn about job openings or training programs); Career planning guides (printed matter for guiding the staff which contain exercises, discussion and advice on career planning); Career counselling; Career paths/directions (planning job stages, identifying the skills needed to advance within the same family of channels such as wireless promoting a technical professional position in a managerial position) (Eliza, 2010)

According to Wilensky (1961: 523) some of the career management interventions in organizations include internal vacancy notification, clear career paths, career workbooks, career planning, workshops, computer assisted career management, opportunities for training and development, personal development plans, career action centres, development centres, mentoring programs, job assignments and rotation and outplacement career planning. Kanard (1988) says before coaching and counseling, it is important to identify characteristic career path that the employee tends to follow. He says career paths should be established and must have four basic elements namely: real progression, be flexible to respond to job content changes, organization structure and management needs and should include specific skills, knowledge, educational training and career development experience and other attributes required

2.4 Succession Management Practices

Succession management is at the core of strategic, long-term organizational viability. Aligning talent with business strategy in this way enhances the prospects of delivering on short-and long-term objectives. Having a solid, systemic approach to succession management is essential for organizational growth and sustainability. (Schroeder-Saulnier, 2010). The term succession management refers to a systematic process for identifying and developing candidates for leadership or management positions (Rioux and Bernthal, 1999). Succession management secures future leadership capability, which is critical for driving organizational performance that wins in the changing world of work. It is an active and vital ongoing business process, embracing dynamic market imperatives to integrate the identification, assessment and development of talent with long-range strategic planning (Saulnier, 2010). Succession management is far broader than the more common focus on succession planning. The latter almost exclusively focuses on replacements for only the most senior levels of leadership. Succession management has evolved from “succession planning”, which was a data-intensive method used to determine likely replacements of senior managers. (Liebman et al., 1996). Succession planning was not able to empirically demonstrate success in the retention of talented staff and effective replacement of departing senior management; this and its lack of face validity led many organizations to discontinue its implementation (Byham et al., 2001). Succession management was subsequently developed in an attempt to overcome the shortcomings of succession planning and to align with strategic business drivers. More specifically, the goal of succession management was to come up with a systematic process that could objectively and effectively respond to contemporary business

imperatives such as organizational restructures, team based work systems, diversity issues, global outsourcing, and talent shortages (Baruch, 1999a; Metz, 1998). These programs strive to develop and retain high potential employees, and thus provide the organization with a guaranteed managerial talent source and competitive human resource advantage.

Succession management programs range from those that elusively target executive level positions to programs that expansively encompass leadership development throughout all levels within an organization. At the “top-end” the processes are aimed solely at CEO replacement, that is, the “transference of ultimate executive authority from one to another. Broader based programs are designed to ensure the continued effective performance of an organization, division, department or work group by making provision for the development and replacement of key people over time. Most programs fall somewhere in-between, with coverage of senior and key strategic level positions the most common starting point for the organization (Rioux and Bernthal, 1999)..

Sereti (2013) identifies the following as the succession management approaches;- Talent audit, performance and potential assessments, demand and supply forecasts, skills and inventories, replacement charts, Mentoring, Training, Job rotation or secondment, Job enrichment, Job enlargement, Delegation, Coaching and Committee representatives. M’Cathy (2013) says that companies that do it right as measured by bottom-line results seem to follow all if not most of the following ten best practices in implementation of succession planning. These include: commitment and involvement of the CEO and

Board, regular talent reviews, identifying viable successors for key positions, taking a pipeline approach to development, holding the executive team accountable, aligning the succession plan with business strategy, managing the irrational, political, and emotional dynamics of succession, assessing performance of potential successors, integrating succession planning with performance management, recruitment, selection, development and rewards and making a serious commitment to development in terms of time and resources.

Torrington et al (2011) says that to enhance recruitment and retention, organizations need to make themselves attractive to talent and current thinking focusing on employer branding through marketing the organization to their employees and potential employees in the same way they market their brands to customers. They cite that human resource planning requires talented people to be matched to the right jobs at the right time doing the right things. Armstrong (2009) refers to talent management as the process of identifying, developing, recruiting and deploying the talented people in an organization. Talent management is also presented as a new way of managing succession planning, forecasting on fast tracking career opportunities of high potential employees (CIPD 2006). Armstrong (2009) lists several career management practices as formal mentoring, career counseling, performance appraisal, assessment centers, succession planning, retirement preparation, career workshop amongst others. Walker (1985) argues that a person's individual thinking about careers is influenced by ageing. As one matures, thoughts of career progression are affected by psychological feelings of recognition for status, opportunities for growth and need for self-actualization. Schuler et al (1992) say

good managers therefore should encourage and coach the middle aged potential employees so as to ensure succession planning is well managed.

Management involvement is a key succession management practice. Benson et al (2006) define high involvement work practices as specific set of human resource practices that focus on employee decision making, power, access to information, training and incentives. Armstrong (2009) says the underlying hypothesis is that employees will increase their involvement with the company if they are given the opportunity to control and understand their work. In this case, employees are treated as partners of the business whose interest is respected and who have a voice on matters that concern them. In this sense, management involvement is mainly concerned with communication and involvement. The main aim is to create a climate in which a continuing dialogue between managers and members of their teams takes place in order to define expectations and share information on the organizations' mission, values and objectives. Employee commitment is more assured if the employees participate in the development of new employment practices and if they know that their contributions have been welcomed and acted upon.

Coaching is particularly useful for developing improved job performance and involves day-to-day discussions between the manager and the individual. Moreover, coaching can be applied for many purposes to correct deficiencies in performance or to build skills. It is important to succession planning and management because it can be an important tool in grooming prospective successors for the future. Effective coaching can have a positive

impact on an organization. It can produce improved relationships and teamwork between staff at different levels. Organizational coaching and mentoring can help to align individual performance with team and organizational objectives, maximize strengths, enhance communication between managers and teams, help individuals take ownership and responsibility for their behaviors and actions, and encourage individuals to stretch beyond their assumed constraints (Kinlaw, 2010). Job rotation is a management training technique that is used as a learning mechanism. This approach means moving management trainees from department to department to broaden their understanding of all parts of the business and to test their abilities through identifying their strong and weak points (Dessler, 2008).

A mentor is simply a teacher, and mentoring is thus the process of teaching others. It involves moving to other jobs within the organization. Mentors can help build bench strength and talent in organizations by providing support to others to build their competencies in line with organization needs. Moreover, mentoring plays a role in succession planning and management; in closing developmental gaps between the competencies that individuals possess now and what they need to qualify for advancement (Rothwell, 2010). Dessler(2008) defines mentoring as a formal or informal programs in which mid and senior level managers help less experienced employees for instance by giving them career advice and helping them navigate political pitfalls.

Classroom training, lectures, computer-based learning and eLearning are all examples of formal training. Formal training is typically used to introduce a new concept or theory or to explain the importance of a particular topic. This type of training is most effective when coupled with experience sharing and role-playing. (Rothwell, 2010a, p. 257).

Gomez *et al.*, (2005) observed that training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance. The availability for all employees having access to training and development programs is critical in facilitating organizational growth, particularly with performance and technological improvements.

2.5 Relationship between Career Planning and Succession Management

A succession planning program combined with a career planning program can minimize retention tasks while developing talent poised to meet the organizations future competitive challenges (Rothwell, 2005). Viewing career development in conjunction with succession planning provides the organization and the individual with what is needed and wanted by both employer and employee. Each side of the equation perceives a reciprocal and equal victory. Career development and succession planning go hand in hand. When they are linked to the organization's vision, employees can align their personal aspirations to the organization's current and future needs, creating a mutually beneficial environment (Sylvia, 2005)

Lynne (2009) did her research on the effectiveness of succession planning in SARS Port Elizabeth and found out that a great need exists today to integrate succession planning programs with career planning programs. Lynne concluded that succession planning must be a key business strategy and it is a primary component of good corporate governance. Succession planning programs help to ensure the continuity of talent needed to preserve economic growth and organizational viability. Career planning programs help individuals discover their career goals and provide reasons to qualify for advancement or simply keep their skills current, as employability in a new

economy places more responsibility on individuals to remain competitive in a dynamic labour market. Integrating career planning and succession planning is essential because career plans give individuals goals to develop themselves and methods by which to do so, while succession plans give organizations ways to focus on meeting new talent needs over time and provide direction to development efforts (Rothwell et al, 2007). Succession planning includes aspects of mentoring and coaching which are important in order to develop employees and career planning is a process where the individual can get themselves to a level in order to qualify for advancement, however succession planning can ensure that a pipeline of capable candidates are available to fill key positions (Rothwell et al, 2007).

Tunje (2014) did her research on relationship between succession planning practices and Employee retention in large media houses in Kenya and found that there exists a positive relationship between succession planning practices and employee retention and that all managers need to identify their own successors in every position and manage the career progress of their team members so as to avoid career stagnation and losing key talent. K'Obonyo et al (2013) researched on succession strategy and performance of small and medium family businesses in Nairobi, Kenya and concluded that the relationship between succession and performance is not conclusive as to establish a clear causal relationship that can be modeled. They observed that succession strategy should not be considered under the simplistic labels of either planned or emergent where planned is considered as those deliberately considered and formally documented. Chepkwony (2012) did a study on the link between talent management practices, succession planning and corporate strategy amongst commercial banks in Kenya and found that there is a direct link

between talent management practices, succession planning and corporate strategy. Eshiteti et al (2013) researched on effects of succession planning programs on staff retention amongst sugar companies in Kenya and concluded that succession planning programs emerged as a strong factor influencing staff retention mainly through provision of employee growth opportunities and job satisfaction. This was enabled through programs such as job rotation, mentoring, coaching and learning programs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on the research design used to carry out the study, the data collection method used and how data was analyzed.

3.2 Research Design

This research used a case study design. A case study is an in-depth investigation of an individual or phenomenon. Kothari (1990) supports the use of a case study in such situations. He states that a case study method is a very popular form of qualitative analysis that involves a careful and complete observation of a social unit- a person, a family, an institution, cultural group or community. It is a method that drills down rather than casts wide. The study sought to establish the career planning and succession management practices in public hospitals by taking Kenyatta National Hospital as a specific case for investigation and a case study design is therefore deemed to be the best method of attaining the objectives of the study.

3.3 Data collection

Data was collected from both primary and secondary sources. Secondary data was obtained from existing HR policies and strategies in the hospital. The primary data was obtained through an interview guide. Respondents were the human resources manager, two heads of departments in the clinical areas and one head nurse at KNH. This research settled on four respondents because the data collected would be similar, and thus the four

respondents were to enable the researcher check the data for accuracy and get additional information. Information was gathered through face to face interviews.

3.4 Data Analysis

Before analysis, the data collected was checked for completeness and consistency. The data collected from the respondents were analyzed using content analysis. Content analysis has been defined as a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding (Weber, 1990). It is used to determine the presence of certain words or concepts within texts or sets of texts or even responses provided by respondents. The responses were summarized into manageable categories on a variety of levels, phrases and sentences, and then examined using conceptual analysis.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter analyses the data collected, interprets and presents the results and the discussion of the findings in line with the objectives of the study. The aim was to establish career planning and succession management practices at Kenyatta National Hospital

4.2 Response Rate

The research intended to interview four employees of KNH but managed to interview only three of them. This number was still adequate because the discussion was more of a replica of what each respondent provided in the interview. The researcher used an interview guide to conduct face to face interviews with the three respondents who included the human resource manager one head of clinical department and one head of nursing.

4.3 Interviewees Profile

The researcher sought to know the academic and professional qualification of the interviewees in order to establish whether they were conversant with the practices at KNH. The researcher established that the human resource manager was a post graduate holder with higher diploma in human resource management. This shows that the respondent was well versed with the career planning practices, policies and operations of the hospital. The head of department had attained postgraduate level of qualification and had attended various trainings and seminars in management of human resources. The nursing officer had attained a diploma level as Kenya registered nurse and had also attended short courses in management which covered human resource management aspects hence conversant with the career planning and succession

management practices. The interviewees were well versed with the policies and operations of the hospital and were involved in the human resource management decisions. They combine both the role of human resource management together with other duties in the hospital.

The researcher also sought to know the duration in which the respondents had worked in the hospital and from their response all of them had worked for the institution for over ten years. This was proof that the respondents had versed knowledge of the practices in the hospital. The researcher found that the respondents were well conversant with the practices as they had been involved in decision making and implementation and that they deal directly with the management and supervision of employees and also owing to their years of experience.

4.4 Career Planning Practices in Kenyatta National Hospital

One of the objectives of the study was to find out the career planning practices at KNH. To establish this, the career planning practices researched were career planning policies, top management support, alignment to organizational objectives, career coaching and mentoring, career centers, career planning workshops, communication, Job rotation and enrichment and feedback.

4.4.1 Career planning policies

The study established that KNH Human resource department has policies relating to career planning that guides in the development of employees. From the study it was also established that there is a system of career movement and growth of employees from the point of entry of an individual into the organization but was confirmed by the respondents that it terminates at some point

4.4.2 Top Management Support

It was established that the top management supports career planning and development of employees fully. To do this, the top management has allocated finances for sponsoring employees in furthering their

studies. Those on study are also allocated leave days and provided with a maintenance fee. It also spearheads in advising employees on their careers through the line managers. There are departmental training committees who are charged with identification and prioritization of departmental training needs; preparing training projections including training budget for the department; assessing training applications, ascertaining their relevance, nominating trainees and making recommendations to the staff training and development committee; and evaluate the impact of training. The human resource department organizes training which is provided internally in various areas like critical care nursing, nephrology nursing, theatre nursing and accident and emergency nursing. The study found out that the department has partnered with international training institutions to assist in the provision of specialized training for the clinicians

4.4.3 Alignment to the Organizational Objectives

It was found out from the study that the career planning practices are aligned to the organizational objectives. The organization's current strategic plan runs from 2013-2018. To achieve this, there is reorganization of the structure and creation of new offices followed by training in order to ensure that personnel are well aligned to the achievement of the overall organizational objectives.

4.4.4 Career Coaching and Mentoring

It was established that there is no career coaching workshops organized by the hospital to enable managers familiar with the career assessment and career planning process. From the study it was established that there are no specific mentors assigned to the employees in line with career path. Instead, this responsibility was left to the line managers. The study also established that there is a system where both the manager and the employee discuss on career and more often the managers advise their staff on the career prospects available for them.

4.4.5 Career Centers

The researcher also established that there is an office under HR Training department designated for career advice and counseling and employees can walk to the office any time for career advice. In this section counseling is done on various areas such as career, discipline and on HIV and AIDs

4.4.6 Career Planning Workshops

From the study, there are no career planning work shops where employees can learn to take charge of their careers. Instead, this happens at the point of setting performance targets and during performance appraisal. In this case, the supervisor and the supervisee agree on the career growth requirements and forward the same to the HR for implementation.

4.6.7 Communication

The researcher also established from the respondents that all employees are always informed on any career development initiatives available in the organization. These are offered through their outlook intranet network, availed through memos/posters and the message is also passed through the managers. CEO briefings are also held regularly to create awareness to the employees on the plans of the hospital.

4.6.8 Job Rotation and Enrichment

The study also established that job rotation and enrichment is practiced in the organization on minimal/rare occasions. This is due to the high specialization by staff and is only done when one meets the minimum basic requirements. This is perceived as rotation but the staff will be permanently deployed to the new assignment. But managers sometimes assign extra work to their staff in the department in order to prepare them to take up higher responsibilities in the future

4.4.9 Feedback

The organization gives feedback to the employees only when they have completed their studies. From the study, it was indicated that they do not collect information and provide feedback about individual employee's behavior, communication style and skills on the career development path but only done on completion of the study

4.5 Succession Management Practices

The succession management practices researched on this study were policies on succession management, structured succession management program, alignment to organizational strategy, top management support, succession management at the point of recruitment, compensation and executive development, talent management, job rotation, training and development, replacement chart and finally the employee involvement in organization management. The findings have been elaborated below

4.5.1 Structured Succession Management Program and Replacement Chart

Kenyatta National Hospital has made an effort to have a structured system of succession management. This is evident from the workshop that was done by the management to discuss on succession planning. What has been in existence for succession planning that is perceived for succession management is as follows; Identify key/critical position in each department/division, determine the required job competencies for selected key positions, determine future vacancies, List down competence profile of the selected employee through competency mapping, analyze and match the competencies between the selected position and employee who closely match the required competencies, decide on three successors for the selected position, employee with the closest match to competency requirements of the position shall be the first successor to the position and the second successor shall be closest match to the position

requirements, develop appropriate coaching and mentorship scheme for each successor and finally track overall progress. Succession planning shall be carried out across different divisions/department of the Hospital. From the HR manual, the researcher established that the criteria to be used to assess potential candidates shall be based on regular performance assessments reports and in case of critical position being filled non successful potential successors must have alternative career plan. Where a critical position getting vacant and no internal successor is identified recourse should be taken to hire external talent to external smooth functioning and the roll out process shall also set stage for employee career planning simultaneously. Holders of critical positions shall be encouraged to grow a replacement so as to ensure continuity in case of separation and he Hospital shall adopt a two (2) year period for succession planning. The study also established that there is no replacement chart that is clearly defined and used for future replacement. They only rely on the mentored successors to fill up higher level positions.

4.5.2 Policies on Succession Management

The study established that there is a policy under development that will spell out the succession management at KNH. They believe that they have always had a way of succession management whereby 2-3 years to retirement, the person retiring is required to mentor someone in his/her department to take up the position that will fall vacant. This will ensure smooth continuation of the operations as the retiring staff exits. Currently, there are a number of retreats conducted to finalizing the policy that is currently in draft.

4.5.3 Alignment to organizational Strategy

From the study, it was established that all the succession management practices are aligned to the overall organizational objectives. The respondents confirmed that when determining the succession management practices of the organization, they always consult with the strategic plan of the organization. This helps in identifying staff available to work towards realization of these objectives. Hence when staff is almost

retiring they are required to mentor junior staff within their department who is capable of taking up higher responsibilities.

4.5.4 Top management support

Top management is at the forefront is supporting succession management and is always committed to this process. They constantly advise the line managers on this and regularly sensitize employees especially at the management level on this. Top management is firm on replacement of exiting employees and has resources allocated to this process. They have allocated time and resources for workshops and retreats so that the draft policy on succession planning can be finalized.

4.5.5 Succession Management at the point of Recruitment, Compensation and Executive Development

During recruitment, the organization strives to attract the best in the market to fill up vacant positions. Extra incentives are provided to attract special skill especially for positions that are highly specialized. Selection is done on merit. The heads of departments give priority to those who have been standing in for others at the hospital. Specialized doctors are selected from the doctors who are pursuing their masters' level of education at the hospital under the University of Nairobi. On completion of the masters' programme, if there are vacant positions in their area of specialization, then the doctors that are interested in joining the hospital are absorbed into the hospital's healthcare provision system. Oral interviews are carried out for most positions, however, for technical positions; practical assessments are carried out in the laboratories and successful candidates thereafter are invited for oral interviews. To ensure continuity at the senior management level, they ensure that the age of the directors varies so that when one retires there are others to still continue in carrying the mantle for the organization. This is a practice that helps the

hospital in maintaining continuity and culture of the organization remains. All the employees strive to work towards achievement of their goals and upholding the values of the hospital.

4.5.6 Talent Management

The study found out that talent management is not a principal practice but perceived to be practiced through training of employees to equip them with skills in their area of specialization. Talent audit, performance and potential assessment is seldom done which occurs after at least three to four years. From the HR manual, it is indicated that the Hospital shall at all times strive to ensure that it attracts unique, valuable and highly qualified people and that the special abilities and aptitudes of its employees are nurtured for sustained competitive advantage but there was no much elaboration on the implementation of this.

4.5.7 Job Rotation

On rare occasions do they practice job rotation due to the high specialized nature of jobs done by the employees in the hospital. Instead, coaching and mentoring is practiced to prepare junior employees for succession. In this, the hospital always has successors especially for the specialized jobs and whenever there is lack it attracts expertise from outside through advertisement.

4.5.8 Training and Development

KNH values training and development of employees by providing support for employees who want to develop themselves. They are provided with financial support as well as humble time to attend their studies. They also allocate extra leave days so that employees can have enough time to prepare and do exams. The study established that the hospital's policy on training is continually upgraded to ensure core competencies, knowledge, skills and attitude of employees is taken care of. The training aims at addressing identified performance gaps. Emphasis is on short courses geared towards performance

improvement. Employees charged with supervisor responsibilities undergo short supervisory management courses. The hospital also supports long term training in recognition of the need for highly skilled personnel to meet its mandate. In considering cases for training, management evaluates the relevance of the training and needs of the hospital. This motivates staff in developing themselves hence the hospital reaping from this to get successors for senior positions. During performance appraisal employees are allowed to express themselves in terms of their ambitions and ideas. Once appraisal is completed, proposals by employees are forwarded to the HR department for consideration during trainings. When opportunities for short course training present themselves e.g at the school of government, line managements are requested to second their employees based on the skill set required. For long term trainings, it is the responsibility of the individual to request sponsorship and this will be fully supported by the hospital.

4.5.10 Employee Involvement in Organization Management

The researcher also found out that it was tricky for them to treat employees as partners of the business whose interest is respected. This was termed as unpractical for such to happen.

4.6 Discussion of Findings

Career planning is an important practice in every organization in the modern society because this will ensure that all employees are equipped with all the relevant skills in their areas of specialization. This provides a competitive edge for organizations who invest in career planning. The study found out that the career planning practices implemented at the hospital included, top management support, alignment to organizational objectives, career centers, communication, and feedback. This is partly in line with Orpen (1994) who stated that organizational career management practices are employee workshops, job rotation,

job enrichment, career progression ladders and like organizationally planned programs or developmental stage theories.

Training and career development is an important factor in career planning and succession management. The study found out that the KNH heavily invests in training of its employees in order to equip them with the necessary skills which will enable the employees achieve their objectives and the organizations overall objectives. The study established that training practice was implemented and this improved the employees capacity and upgrading the skills of employees through higher education which was a valuable human resource policy. This results are consistent with Gomez et al, (2005) findings that training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance and the availability for all employees having access to training and development programs is critical in facilitating organizational growth, particularly with performance and technological improvements.

Succession management is at the core of strategic, long-term organizational viability. Aligning talent with business strategy in this way enhances the prospects of delivering on short-and long-term objectives. Having a solid, systemic approach to succession management is essential for organizational growth and sustainability (Schroeder-Saulnier, 2010). The study found out that the succession management practices implemented at KNH included top management support, policies on succession management, training and development as well as alignment to organizational strategies and succession practiced at the point of recruitment, compensation and executive development. This is partly in agreement with M'Cathy (2013) that companies that do it right as measured by bottom-line results seem to follow all if not most of the following ten best practices in implementation of succession planning. These include: commitment and involvement of the CEO and Board, regular talent reviews, identifying viable successors for key positions, taking a pipeline approach to development, aligning the succession plan with business strategy, managing

the irrational, political, and emotional dynamics of succession, assessing performance of potential successors, integrating succession planning with performance management, recruitment, selection, development and rewards and making a serious commitment to development in terms of time and resources. KNH has not implemented coaching and mentoring as well as job rotation broadly as it should be the case.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the summary of findings on the career planning and succession management practices at Kenyatta National Hospital, the conclusion of the study by the researcher, recommendations to mitigate some of the challenges, limitations of the study and recommendations for further research.

5.2 Summary of Findings

The study sought to establish career planning and succession management practices at Kenyatta National Hospital. The researcher held face to face interviews with the respondents to collect data using an interview guide. The hospital is a labour intensive institution with a wide diversity of position types requiring a broad cross-section of skill sets, professional training, and academic preparation. Implementing some of the career planning and succession management practices such as job rotation is a challenge but the hospital has been in the forefront in striving for excellence in provision of services to the Kenyans. They have adopted a number of practices that support career planning and succession management such as training and development, top management support and involvement, as well as alignment to organizational strategy and succession in mind at the point of recruitment, compensation and executive development

It is the mandate of the HR department to be the provider of innovative human resource services for specialized quality healthcare. The mission of the department is to attract and retain competent human resource, facilitate need-driven training and development programmes, institute performance management systems, career planning and succession management practices.

There are policies guiding the HR department at Kenyatta National hospital in the implementation of career planning. There is also a policy under development for succession management. These are a good sign that KNH values their staff and is well prepared to face calamities that may arise due to exits by the current staff. They have taken precaution based on the fact that it is the key referral hospital in Kenya.

There is a system of career movement and growth of employees from the point of entry into the organization but this terminates at some point once the employees have settled. In order to achieve maximum results from this, KNH should come up with a system that sees the employees' career movement and growth all through to the point of exit from the organization. KNH has been at the forefront in supporting and developing the employees' skills through a series of trainings and supporting on long term career developments. This has resulted in motivating employees and being committed to their work

Top management support on the career planning and succession management is a great step that will change the image of KNH from the previously known hospital to a state of the art hospital providing excellent services to the public. Top management is the key in all aspects of the institution and if it is committed to supporting the HR in implementation of its planned practices the perception of employees would also be positive. Alignment of career planning and succession management practices to the organizational objectives is an important factor in organizational development and achievement of objectives.

Career centers, employee involvement in all levels, performance appraisal feedback, top management support are some of the other practices that are implemented by KNH. There is a positive orientation towards adopting the standard practices recommended in the realization of their overall objective. This will be firmed up with the policies in place and those under development

5.3 Conclusion

Kenyatta National Hospital is an important referral and teaching hospital and therefore it requires an efficient human resource to support the role of the hospital in health care service delivery to the nation. Career planning and succession management practices are some of the essential practices for maintaining effective professionals in the hospital. Having the right set of clinicians who are competent and committed is a crucial thing in the hospital.

Career planning and succession management have a great impact on the performance of KNH and therefore the pursuit of this will create an environment of cohesiveness and commitment to work. From the research findings as presented in chapter four, KNH to some extent has embraced the career planning and succession planning practices in their operations. The observation made in this study reveal that succession management seem to be a new concept as they are used to the traditional succession planning. The full adoption of these practices will shift the organization to a totally higher level of productivity

5.4 Limitations of the Study

This research adopted a case study design and therefore the findings may not be representative of other public hospitals in Kenya. This therefore may not be possible to generalize the findings of the study to the entire industry. Getting permission to carry out research was a challenge to the study as it involved a number of procedures and the respondents were busy such that not enough time was available to get all the information from them. This therefore delayed the research process as the researcher waited to get approval to carry out the research. The study also faced financial limitations. The researcher was not funded but was relying on personal savings.

5.5 Recommendations for policy and practice

This research provides a considerable contribution to human resource policy makers by understanding the career planning and succession management practices that should be adopted in organizations. The findings of the study will support work adjustment and human capital theories as it highlights that the organization stability will be determined by implementation of these practices. The study established that career planning and succession management practices have been implemented at KNH but more emphasis must be given to the key practices that impact on both the employees' commitment and the organizational strategies

5.6 Recommendations for Further Research

The study was undertaken at Kenyatta National Hospital and it is recommended that similar study be undertaken in other public hospitals in Kenya in order to shed more light on the extent to which career planning and succession management practices have been adopted. The researcher recommends that further research on the challenges experienced in the implementation of career planning and succession management practices in the hospital. Further research can also be undertaken to establish the most important practices that can be replicated in all institutions in Kenya. Other researchers can also extend this research to other public and private institutions, and more importantly conduct comparative studies within both private and public health institutions.

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INTERVIEW GUIDE

Part A: General Information

1. Designation.....
2. What is your highest academic qualification?
3. Do you possess any professional qualification or training in human resource management?
4. How many years have you been working in Kenyatta National Hospital?

SECTION B:

CAREER PLANNING PRACTICES

1. Do you have policies related to career planning in the hospital?
2. Do you have a system of career movement and growth opportunities from the point of entry of an individual into the organization to the point of retirement?

Top management support

3. Does top management support career planning and development of employees?

Culture

4. Do you have a culture that embraces career planning in the KNH

Alignment to the organizational objectives

5. How do you align your career planning practices to the organizational objectives?
6. Do you have a financial allocation reserved for employees' career development?

Career coaching and mentoring

7. Is there system where both the manager, organization and individual agree on the career aspects and supports the employee in career growth

8. Do you organize career coaching workshops to enable managers familiar with career assessment and career planning process?

9. Are employees assigned specific mentors to guide them through their career path?

Career centers

10. Do you have career centers where employees can go for self-assessment and services such as confidential career counseling, career management and resilience training, lunch and learn seminars?

Career planning workshops

11. Do you organize employee assessment and career planning workshops where employees learn to take charge of their careers?

Communication

12. Are all employees informed on any career development initiatives available in the organization?

13. Does the training department offer career planning information through the intranet that is available to all the employees?

14. Does the organization sometimes offer open business briefings to employees so that employees can be sensitized on the available opportunities?

Job rotation and enrichment

15. Do you practice job rotation at KNH?

16. Does the management sometimes allocate extra work to the employees in addition to their primary chores for enrichment purposes?

Opportunities for Training

17. Are employees given opportunities to further their careers e.g. time to attend classes in the evening and exam leave days on top of the annual leave?

18. Does the organization collect information and provide feedback about individual employees' behavior, communication style and skills on the career development paths

SECTION C: SUCCESSION MANAGEMENT PRACTICES

Succession management policies

1. Do you have policies related to succession management at KNH?

Structured succession management program

2. Do you have a structured succession management program in KNH?

Involve key positions

3. Does succession planning put into consideration all key positions in the organization?

Alignment to organizational strategy

4. Are succession management practices always aligned to the overall organizational objectives?
5. When determining the succession management practices of the organization do you consult the strategic plan of the organization?

Top management support

6. Is the top management committed and supports the succession management practices? How is it involved in?
7. Do you usually factor in succession management at the point of recruitment? Compensation? and executive development? How do you do this?

Talent Management

8. Is talent management a principal practice of the HR department to ensure continuous supply of potential employees?

9. Do you conduct talent audit, performance and potential assessments regularly in the organization?

Job rotation

10. Is Job rotation/secondment well implemented across all departments in my organization?

Coaching and Mentoring

11. Is coaching and mentoring practiced in the organization to prepare candidates to take up higher responsibilities?

12. Do the supervisors delegate their work to junior employees in preparation for succession? Do you usually have ready successors for all positions?

Training and Development

13. Do you think KNH values training and development? Do you provide support for individual employees who want to develop themselves?

Performance appraisal feedback

14. During performance appraisal, are employees allowed to express themselves in terms of their ambitions and ideas on careers? How are these ideas acted upon?

Replacement Chart

15. Does HR department have a replacement chart that is clearly defined and used for future replacement?

Employee involvement in organization management

16. Are employees given opportunities to be involved in the organizations management e.g. in controlling and understanding their work? Are they treated as partners of the business whose interest is respected and have a voice on matters that concern them?

Any other comments:

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THANK YOU