



“A STUDY ON SUCCESSION PLANNING IN EDUCATION SECTOR”

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Abstract

Succession planning has become an important talent management initiative at the educational institutes around the world. For some institutes, succession planning is a strategic process that minimizes leadership gaps for higher positions and provides a platform to develop the skills necessary for future roles for the top talent. The educational industry of India has started to recognize that the continued survival of the various institutes and universities is depended on the availability of the right person to fill the right job at the right time. This study aims to understand the practices followed by various academic institutes for the succession planning in the city of Anand. Also, the perception of employees towards succession planning is found out. The data were collected from 100 conveniently sampled higher level employees from educational institutes of Anand affiliated to different universities. The results indicate that there is no difference in the perception towards succession planning among the male and female employees and that their views on succession planning are independent of their designation.

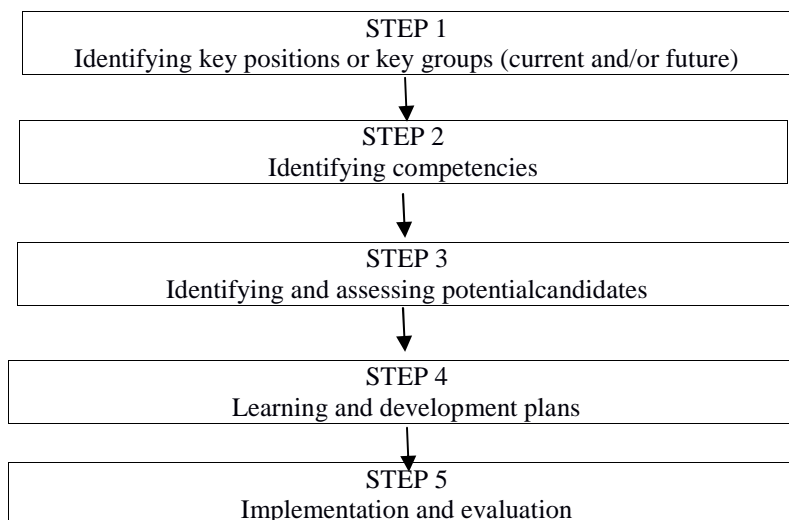
Keywords: Succession planning, perception, educational institutes.

Introduction

Succession planning is a conscious decision by an organization to foster and promote the continual development of employees, and ensure that key positions maintain some measure of stability, thus enabling an organization to achieve business objectives. Traditionally, succession planning has sometimes taken a replacement approach, often focusing on executive-level positions. One or two successors might be identified and selected, probably based on the exclusive input of their immediate supervisor, and then placed on the fast-track into a senior position. (Government of Newfoundland and Labrador, April 2008).

Succession Planning Process

It is important to acknowledge that succession planning will vary slightly between organizations. Different resources, different organizational designs and different attitudes all mean that succession planning should be flexible and adaptable in order to accommodate varying needs and achieve business continuity. However, there is a general framework that department can use as the basis and guide for their succession planning activities. This framework involves:



(Source: Self-Retrieved)

Literature Review

R. Malhotra (May 2011), the study says that the value and benefits of succession planning were demonstrated, especially during the change of an organization's leadership when there is a high risk of confusion and uncertainty. They list the advantages of succession planning and of how it assures and gives confidence to people within an organization and to its external stakeholders that the program would continue without any immediate major change to the program. It was shown



that the how organizations in the private sector changed their key leaders without causing any turmoil or impacting the organization's performance. The report described reasons the public sector differs from the private sector in planning and execution for succession of its key leaders and how it addresses those differences.

OAdewale, A Abolaji and OKolade(September 2011), paper proposes a conceptual framework of succession planning consisting of six variables (talent retention, turnover rate, career development, supervisor' support, organizational conflicts and nepotism) and to explain the relationship among these variables regarding survival of organizations. The sample consists of three private tertiary institutions in Ogun-State, Southwest Nigeria. The results indicate that Talent retention, organizational conflict and nepotism positive and significantly correlated with organizational survival.

Z. Abdullah, S. Samah, K. Jusoff, P. Isa (February 2009), research found that to provide motivational booster for the workers as in talent pooling, customers' satisfaction due to institutional effectiveness and the organization competent management at large. This paper explores the importance of succession planning on the sustainability of the educational organization. It also attempts to put into perspective how succession planning transcends these effects on the performance of academicians, students and organization stability.

Lamoureux K, Campbell M and SmithR (April, 2009), found that many organizations are spending a lot of energy creating succession plans, but few are able to integrate succession management in all company operations and among all levels of employees. We learned that the companies struggle most with identifying employees with high potential, development planning and global implementation.

Dr. J. Ritz(July 2009), the research determine the differences exist such that there is not one succession planning system that meets the needs of every sector and every organization. If a hospital or healthcare system wants to implement a succession plan, it is important for the specific needs related to the health sector and the mission, vision, and values of the individual hospital or system to be considered. It is evident that today's resources are limited and competition exists for priorities, making it necessary for healthcare organizations to increase performance and productivity while maintaining a workforce of quality, safety, and excellence. At minimum, organizational factors affecting a succession plan and desired outcomes would be specific to each organization. The implementation of a succession plan requires an ongoing commitment.

Research Objectives

1. To study the basic process of Succession Planning.
2. To know the perception of employees towards their management's succession system.

Research Methodology

Parameters	Survey of respondents
Research Design	Descriptive Method
Sampling Method	Convenience Sampling
Sample size	100 respondent
Sampling Areas	Top 10 institutes were selected to collect data in Anand region.
Sampling Element	Male and Female employees of different education institute
Research Approach	Survey
Research Instrument and Contact Method	Questionnaire- filled through personal visit
Data Collection	Primary data
Data Processing & Management	Excel and SPSS 17
Data Analysis	Frequency distribution, Descriptive statistics such as mean and standard deviation, t-test analysis and chi-square test.



Result and Findings

After studying many literature reviews it has been found that most of the organizations, big companies, health sectors, etc. focuses more on succession planning rather than education sector. They try to implement the succession planning into their system but it is very difficult to develop skills, motivate employees or managing relationship between senior employee and successive employee. After reviewing many research papers it was observed that most of the time only top level succession planning has been carried out. General analysis indicates that in education sector most of the respondents are aware about succession planning. They also feels that it is required to have succession planning at each level of institute. Respondents feel that they are having various issues in succession planning. 13% of respondents feels that it is waste of time, 31% of respondents says that it is just a formality and 56% of respondents says that it is not implemented properly.

Issues faced by employees in succession planning

Ho: Issues faced by employees in succession planning is independent of the designation.

Statements	Sig.
Succession planning is waste of time.	.812
Succession planning is just formality.	.811
Feedback is not given proper.	.533

(Source: SPSS Software)

The result of chi-square test presented in the above table indicates that the issues faced by employees in succession planning is independent of their designation ($p > 0.05$).

Perception of employees towards succession planning

Ho: There is no significant difference in the perception towards succession planning between male and female.

Statements	Sig.
Succession Planning improves satisfaction level of employees.	.467
Succession Planning helps in improving knowledge.	.156
Succession Planning helps new comers to get knowledge about their particular sector.	.288
Succession Planning is just a formality.	.077
I think that Succession Planning is additional responsibility.	.138
I am satisfied with the process of Succession Planning which is followed at my place.	.743
Succession Planning improves ability to work effective.	.669
The organization evaluates employee performance.	.464
Willingness to learn other job duties.	.001
Succession Planning helps in improving growth of the organization.	.002
Succession planning can help in controlling the performance.	.235

(Source: SPSS Software)

The results presented in the above table indicate that there are no significant differences in the perception towards succession planning between male and female ($p > 0.05$).

Conclusion

It can be concluded that succession planning can help the respondents in improving knowledge, skill, and attitude towards work. It takes more time for the new comers to learn about education sector but it helps in improving knowledge of the respondents about the various rules and the regulations about the education sector. The succession planning helps in improving skills of the respondents for future. The skills of the respondents can help the institutes to function smoothly.



References

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