

**SUCCESSION PLANNING PRACTICES AMONG PUBLIC HEALTHCARE FACILITY
MANAGERS: A CASE STUDY OF KAKAMEGA COUNTY**

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**DISSERTATION SUBMITTED AS PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF A MASTERS (MBA) DEGREE IN
HEALTHCARE MANAGEMENT**

STRATHMORE BUSINESS SCHOOL

STRATHMORE UNIVERSITY

NAIROBI, KENYA

JULY, 2022

DECLARATION

I declare that this work has not been submitted for the award of a degree by this university or any other. To the best of my knowledge and belief, this dissertation contains no material previously published or written by another person except where due reference has been made in the dissertation.


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ACKNOWLEDGMENT

I'd like to take this opportunity to thank the Almighty God for the gift of life and providence that has enabled me to finish this dissertation. I'd also like to thank my family, friends, and colleagues in school and work for their support and encouragement during the journey.

Special thanks go to my supervisor Dr Joseph Onyango for his tireless support, constructive criticism, and guidance during the journey.

May God bless you all.

DEDICATION

I dedicate this work to my family, friends, and colleagues for their support and encouragement.

ABSTRACT

Succession planning and management have been identified as a solution through a continuous transfer of skills and competencies. Succession planning and management have been noted to enhance performance and safeguard organization continuity. This dissertation aimed to assess succession planning practices among public health facilities managers. Specific objectives included assessment of institutionalization succession planning policy, talent management, and career development strategies among the public health facilities managers. The study employed a qualitative case study design. The target population was 162 public health facility managers. The sample size of 32 (20 from Level 2, 8 from Level 3, 3 from Level 4 and 1 from Level 5 health facilities) was estimated from theoretical saturation limit and stratification done through proportional allocation. The purposive sampling technique was used to determine the facilities to be visited due to access challenges. The researcher collected data using semi-structured, in-depth interviews. An audio recording was the primary method of capturing the data. Analysis of the data was done through thematic analysis. On the first objective, the study results showed that the majority of the respondents were not aware of succession planning. The policy had not been institutionalized in the department of health. The managers did practice succession planning to various levels depending on the complexity of the facilities they managed. The practice of talent management also varied across facilities with different levels of complexity depending on the size of the facility and the needs. The managers reported that talent management had a positive impact on health facility performance. Lack of uniformity of practice was also noted. The majority of managers in the department of health were underprepared for managerial duties. There was congruence among facility managers that career development had a positive impact on management preparedness and that it could help solve several issues including the appointment of staff that are not interested in management to managerial positions. The study concluded that managers that were interviewed did not practice succession planning and management as per the government policy. The study observed that the lack of spearheading of succession planning and management by the county department of health resulted in disjointed, lack of coordinated succession planning practices among facility managers. The study recommended that the county department of health spearhead the implementation of succession planning and management, while facility managers look into the adoption of talent management and career development strategies. Future studies can look into succession planning and its effect on performance in more complex health organizations like referral hospitals. A possible area of study also includes the effect of succession planning practices on departmental performance. Perception of senior managers on the challenges of succession planning was also suggested for the future study area.

Key Words: Succession Planning, Succession Planning, and Management, Talent Management, Career Management, Organizational Performance.

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LIST OF ABBREVIATIONS

CDOH: County Department of Health.....	11
GOK: Government of Kenya	12
HRSPM: Human Resource and Succession Planning and Management	9
JKUAT: Jomo Kenyatta University of Agriculture and Technology	15
KMTC: Kenya Medical Training College.....	6
NGOs: Nongovernmental Organizations	2
USA: United States of America	12

CHAPTER 1

1.1.Introduction

This chapter has the background of the study, problem statement, objectives, justification and the scope of the study.

1.2.Background of the study

There is wide acceptance that leadership and governance have a significant impact on the success of organizations. The World Health Organization (2010) report lists the two as the first of the six health system building blocks. With the projection of labour shortages in healthcare organizations, the development of an ingrown talent pool has been identified as a solution to the problem (Collins & Collins, 2007). Recruits to fill leadership vacancies can be drawn from the pool whenever opportunities arise. Succession planning comes in to ensure that the right talents are identified, and required competencies are developed. Effective and efficient succession planning is needed to achieve that (Eichenberger, 2017).

Leadership succession is also seen as a strategic issue related to the development of talent, and retention of human resources (Taylor & Youngs, 2018). Succession planning is designed to ensure the organization continues to perform effectively. This is achieved through planning for the replacement of key people whenever the need arises. Failure to plan for succession sometimes results in gaps in management. These gaps are sometimes filled by people that are not familiar with the strategic direction of the company (Dodd & Simons, 2005). Apart from offering continuity, leadership succession planning has been linked to better performance. The improved performance is achieved through enabling strategic thinking, monitoring, and evaluation of the organizational performance, higher employee retention, and creating a pool of competent, qualified internal managers (Dodd & Simons, 2005).

1.2.1. Succession Planning

Succession planning has been defined as any effort geared towards ensuring continued effective performance across the organization through the development, replacement, and application of key employees strategically. It has also been described as a means of identifying crucial managerial positions, beginning at the level of the project manager, and extending to the highest position in

an organization (Rothwell, 2010). In the same citation, Rothwell recognizes the need for a succession plan to ensure the management position provides maximum flexibility in lateral management moves. In doing so, management skills spread across departments to capture organization-wide objectives as opposed to narrow departmental objectives.

From a global perspective, the healthcare service industry is becoming very competitive. An organization runs the risk of being faced out when they fail to attract and retain talent in the market. With these forces at play, organizations are forced to look into developing competencies within the organization, identifying key positions for replacement and performance appraisal, among other measures to guarantee continuity (Mehrtak et al., 2017).

Local studies reveal a positive relationship between succession planning and performance, as well as other indicators that measure satisfaction, such as retention and motivation. In Nigeria, Oluwaseun Oduwusi (2018) study of corporates revealed a relationship between firms that went under and those that had failed succession planning implementation. While several studies link succession planning to performance, those done in the public sector and state corporations in East Africa, for example, Malakwen (2013) and Komora (2016), reveal poor adoption of succession planning practices and a lack of senior management support in implementing of such strategies. Onyango, Njaya, and Zakayo (2015) study on the effect of succession planning on the performance of non-governmental organizations in Kenya also revealed low uptake of succession planning practice, with only 18% of NGOs having a written succession policy document.

Rothwell, (2010), through the Seven-Pointed Star Model, provides a framework through which systematic succession planning can be achieved. This model can also provide a framework through which current succession planning strategies can be assessed in terms of program effectiveness. This model is turning out to be a more predominantly used framework for succession planning and management post-21st century (Odhiambo, Njanja, & Zakayo, 2015).

1.2.2. Institutionalization of Succession Planning Policies

Institutionalization refers to the adoption of succession planning policies and implementation of them. The Kenyan government introduced Human Resource and Succession Planning for Public Service in 2017. This followed the identification of several challenges discussed in the policy document. There is scanty literature that reviews the level of implementation and interaction with this tool in the ministry of health.

Even though widely acknowledged as a tool for enhancing organizational performance, succession implementation success varies between organizations. Pandey & Sharma (2014) study reports that very few organizations globally have managed to implement the strategies. There are several challenges that implementation processes can face. Okhawere & Isibor (2019) study of challenges facing the implementation of succession planning revealed internal issues like inadequate financing, intra-organization politics, and lack of training as the major barriers to institutionalizing these policies. The study also ironically mentions government interference being one of the factors that posed as a challenge in implementing of succession planning in Nigerian public sector. Komora (2016) study on constraints to effective implementation of succession management practices in Kenyan State Corporations revealed that most organizations problems with human resource policies, senior management involvement, challenges with monitoring and evaluation, and weak talent development systems.

Having the policy document doesn't translate automatically to excellent performance. No literature demonstrates that the GOK succession planning policy has been implemented in the ministry, or the county department of health. This study will give an insight into the level of awareness of the document, engagement with the document as a policy guide, and the role of supervisors in discussing key concepts such as talent management and career development, among others.

1.2.3. Talent Management

Talent management has a wide definition according to different authorities. The Office of Talent management at John Hopkins University describes it as a human resource process of attracting, developing, motivating, and retaining productive employees (Nakakuwa, 2016). Further, Rothwell (2010) defines it as the recruitment, onboarding, and development of employees. The common identity among the different definitions is that it's a human resource process that identifies employees, recruits them into the organizations, and develops them to improve their capacity. Apart from delivering, it can be used as a tool for motivating and retaining performing employees.

Employees manage processes within the organization. It is through efficiency in processes that organizations can gain a competitive advantage over rivals, improve performance, and also maintain sustainability. As such, it becomes the primary interest of the organization to take up talent management as a means of enhancing both individual performance and collective

organizational performance. Jassim, (2007) study reveals that successful organizations acknowledged the role played by their employees as a key component in attaining competitive advantage.

Globally, very few organizations have been able to master succession planning practices in a way that addressed the talent retention problem (Pandey & Sharma, 2014). The global market is very competitive. For organizations to compete, they have to be able to attract talent and retain it. In as much as the process is rewarding, many organizations struggle with the identification, development, and retaining of highly motivated, talented individuals. Several studies have been done at the African, Sub-Saharan, regional and local levels that link talent management and organization performance. These include studies likes (arkhuizen, Schutte, & Van der Sluis, (2014), Kagwiria (2014), and Oluoch (2017), among others.

According to Ingram & Glod (2016), in healthcare, talent management is more appreciated if it is in line with clinical work. Pivotal clinical positions are more likely to gain attention than “grey” areas. This happens even though clinical and non-clinical positions need each other for smooth flow. The study also notes that even though extensive work has been done on talent management in other fields, it remains to be explored exhaustively in the healthcare sector. The generalization of this finding may be explored further in the Kenyan context in this study.

1.2.4. Career Management

Career management, as described by Greenhaus, Callanan, and Godshalk (2010), is more of an individual endeavour of information collection about one’s interests, strengths, weaknesses, career direction, and goals. This endeavour enables employees to engage in strategies that increase their likelihood of achieving their career goals. This means the leadership of any organization has to make efforts to know the career ambitions of their employees. In doing so, the organization will guide its employees appropriately. Management can ensure the career management process has been put to maximum benefit for the organization by aligning the ambitions of the employees to that of the organization.

Career management is a life-long process for employees. At different stages of career development, employees’ objectives change. Failure to recognize such changes may lead to low morale, job disengagement, and poor performance. Likewise, Organizations ought to be aware of the stages of employee development and offer growth depending on the stage demands. According

to Guo, Wang, & Wang, (2019), the situation is desirable when an individual's career management plans are in line with organizational career management.

The Human Resource and Succession Planning for Public Service published by the Government of Kenya in 2017, has identified career development as one of the strategic objectives to tackle myriads of problems facing the public service. It identifies that career management is an important tool for the motivation and retention of staff. The situation analysis chapter of the document goes ahead to note that the lack of career management has led to job stagnation among civil servants resulting in dissatisfaction and strife. Annual staff needs assessments being integrated into county annual work plans, and county annual development plans are among the measures the policy proposes to deal with civil service challenges.

1.2.5. Performance in Public Healthcare Facilities

The competitive nature of the business environment globally has resulted in organizations employing tools that can enhance their performance. The broader organization's performance is directly related to individual employee performance. The competitive labour market creates a situation whereby organizations are increasingly being forced to look for internal solutions for developing staff competence in a bid to sustain competitive advantage. Mbiu and Nzulwa (2018) note that human resource planning tools linked to talent identification and development can enhance organizational performance. The public sector has not been left behind in recognizing the role of succession planning practices such as talent management and career management in boosting performance. However, a study by Komora (2016) noted that succession planning in state corporations remains low because of several challenges managers face in implementing effective succession management strategies. Performance in health facilities is measured both objectively and subjectively. Objective assessment is done through monitoring output, and outcome indicators set out by the ministry of health KHSSIP 2018 -2013 policy. Subjective assessment is gotten from patients' feedback reports about service delivery.

1.2.6. Public health facilities in Kakamega County

Kakamega county is located in the western part of Kenya. It borders Siaya, Vihiga, Trans Nzoia, Bungoma, Nandi, and Uasin Gishu counties. The county covers an area of 3,051.3 km² with a population of 1,867,579 people as per the census report of 2019. The county has a total of 162 public health facilities, with 1 level 5 facility, 11 level 4 facilities, 43 level 3 facilities, and 107 level 2

facilities. Each facility has a catchment population allocated to it depending on the day-to-day facility workload and geographical area of coverage. Level 5 and 4 facilities are headed by medical superintendents, while facility overseers head the rest. Level 3 facilities are managed by clinical officers, while nursing officers manage dispensaries.

1.3. Problem Statement

Every organization at one point has to undergo leadership change at different levels of management change. Internal replacement in healthcare is common. According to Rayburn, Grigsby, & Brubaker, 2016, that two-thirds of departmental chairs replacement in medical schools based in the U.S are internal. The study also identifies that succession planning can be used as a strategic tool to ensure potential leaders are identified, and transition management is swift, thereby improving the legacy and efficiency of the institution. The situation is similar to public healthcare set up in Kenya, with facility managers largely being sourced among the existing human resource pool. The managers are usually ill-prepared for management at the time of appointment (Nzinga, J., Mbaabu, L. & English M., 2013).

In Kenya, the situation is made worse by tertiary institutions (KMTC and universities that offer medical courses) having curricula with gaps in management and leadership training (Nyikuri et al., 2015). Such systemic challenges limit the pool from which competent healthcare leadership and managers can be gotten. With the realization that there is skill deficiency among junior employees and the impending loss of experience due to the retirement of senior civil servants, the Government of Kenya 2017 introduced a policy document guiding human resource planning and succession management. Policy implementation varies depending on the level of interest of the central authorities (Chen, J., Zhang, Q., 2016). The study notes that where the interest of central authority is low, policy implementation is usually passive. Eichenberger (2017) notes that the implementation of a succession planning program is not without challenges. It requires constant monitoring and refining, complete buy-in by stakeholders, and also resource allocation towards implementation. A study by Komora (2016) on constraints to succession management in state corporations in Kenya noted that most organizations struggle to implement the policies. The researcher sought to evaluate the extent to which public health facilities in Kakamega County implement the policy.

Talent management and career management are key components of the human resource planning and succession management policy document of 2017. The two are integral parts of Succession Planning and Management (GOK 2017). Several studies have shown that the two influence the motivation and performance of employees and organisations (Chetana, N., & Mohapatra, A. K. 2017, Lyria, R. K., Namusonge, G. S., & Karanja, K., 2017, James Sunday Kehinde PhD, A. C. A., 2012, Wesarat, P. O., Sharif, M. Y., & Majid, A. H. A., 2014). There is scanty literature on talent management practices and career management practices among public facility managers in Kenya. This study sought a better understanding of talent management and career development practices among public health facility managers in Kakamega county and their effects on management preparedness with the background of human resource planning and succession management policy of 2017.

1.4.Objectives

The following are the objectives of the study.

1.4.1. Broad objective

To assess succession planning practices and performance preparedness among public healthcare facilities managers in Kakamega County.

1.4.2. Specific objectives

- I. To assess the level of institutionalization of succession planning policy by public health facility managers and its effects on performance in Kakamega County.
- II. To assess talent management practices of public healthcare facility managers and their effects on performance in Kakamega County.
- III. To assess the career management practices among public healthcare managers and their effects on performance in Kakamega County.

1.5. Research question

- I. How does the institutionalization of succession management policy affect the performance of public healthcare facility managers in Kakamega County and their effect on performance?
- II. How do managers of public healthcare facilities practice talent management in Kakamega County and their effect on performance?
- III. How do managers in public healthcare facilities in Kakamega County practice career management and its effect on performance?

1.6. Justification of the Research

Succession planning and management as a human resource tool have been demonstrated to be effective in enhancing organizational performance and continuity. This has led to several organizations adopting succession planning policies. The public sector has also not been left behind in the adoption of this human resource performance-enhancing tool. This is done through a well-managed process of preparing potential managerial recruits for ascension into managerial positions when a vacancy arises. The Government of Kenya 2017 developed the Human Resource Planning and Succession Management policy for public servants with the aim of institutionalization of these strategies within civil service. The extent to which the policy document implementation has managed to achieve the use of these strategies remains largely unknown. There is scanty information about succession planning and management practices within healthcare institutions in the public sector.

With the devolution of healthcare service delivery by COK 2010, county governments, through their departments of health, took up management of level one to five health facilities. Managers of these facilities are tasked with the responsibility of implementing government policy directives. Since the 2017 HRSPM policy is meant for entire governments, county governments, CDOH, and facility managers are expected to implement it at their respective levels. This study will help to determine the extent to which public facility managers have institutionalized the policy document and their perceptions and application of succession planning practices as a tool for enhancing performance. Talent management and Career management are integral parts of succession planning and management. The two also feature in the Human Resource Planning and Succession

Management Policy for Public Servants of 2017. The study will aim to evaluate talent management practices and Career Management practices among public facility managers in Kakamega County

1.7.Scope of the study

The study was conducted in public health facilities within Kakamega County. It covered institutionalization, talent management, and career development aspects of succession planning among public facility managers in the county. Facility managers (doctors, clinical officers, and nurses) were the respondents because their appointment to such positions makes them the final authorities. Public facilities in the county were chosen because the guiding policy document was meant primarily for implementation in public service.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

This chapter defines succession planning and discusses theoretical review, empirical review, conceptual framework, operationalization, and summary of the study.

2.2. Theoretical Review

The study was based on Systems theory and Fielder's Contingency Theory. Organizations are made up of subunits that interact to give organizations outputs. The different subunits require leadership at all times and a system to support performance continuity.

2.2.1. Systems Theory

Systems theory looks at a system as a living entity made up of separate but interdependent parts that together make up the whole (Jacobs, 2014). These parts interact with the environment and with each other to achieve the overall organizational goal. During the process, feedback becomes important to ensure maximum performance and synergy of efforts. In doing so, the system becomes greater than the sum of the parts. According to Mele, Pols, and Polese (2010), the system and its sub-parts take input from the environment and convert the inputs into outputs. This conversion is referred to as a process. Interaction of outputs with the external environment results in outcomes. Emery and Trist (1960) referred to organizations as socio-technical systems incorporating interaction between people and technology.

In an organization set-up, inputs can be employee skills, hours put into work, and raw materials needed for processing. Application of technical and nontechnical expertise to the inputs converts them into outputs. Different parts of the system convert inputs into outputs. Outputs are the immediate items of value that the system generates. It can be goods or even services. Outcomes are the overall result of interaction between the organization's outputs and the clientele. It can be continuity and survival, profitability, reduced burden, or prevalence of diseases, among others. Katz and Kahn's (1966) study notes that in organizations, the outputs can be feedback to reactivate the system.

Jacobs (2014) argues that almost everything can be looked at as a system, including processes. Policy implementation begins by defining the desired outcomes. With this approach, all the different phases of development and implementation are designed to achieve the desired outcome or behaviour, including having feed-forward and feedback mechanisms. Phases of implementation vary in terms of approach and objectives, but each objective attained helps the whole process attain the broader objective. Talent management and career management are inputs of human resource development programs such as succession planning (Tarique, I. 2021). At the same time, the two operate as independent but interrelated development processes at a sub-level(Tarique, I. 2021)..

System theory is relevant to our study because organizations like CDOH consist of different functional groups and departments. Interdependence means they have to communicate to achieve synergy to achieve the organization's ultimate goals. With different processes happening in different departments, the failure of any department may jeopardize the organization's goals (Jacobs, 2014). Human resource management plays a significant role in the system. It is an area where organizations can gain a strategic advantage. Concerning the current human resource situation identified by the Government of Kenya (2017), 31% of staff within the public sector are due to retire within ten years. The group has a wealth of experience that needs to be managed well before it gets lost through attrition. The policy document identifies on-job transfer of leadership and managerial competence as a solution to this problem through strategic succession planning and management.

2.2.2 Situational Theory

Individual characteristics and situations determine a leader's effectiveness (George & Jones, 2012). The situational theory of leadership asserts that effective leaders are those that can adapt their style based on the situations that arise. Leadership types or styles differ and no one style suits all circumstances that a leader may find themselves in from time to time. This theory implies that a situational leader needs to be flexible. They may respond to the different circumstances through commanding, mentorship, coaching, persuading, delegating, participation, collaboration or any response that they feel will get the best results.

This theory is relevant to the study in the context of middle and junior-level healthcare leadership and management positions filled in the country. Healthcare managers find themselves frequently facing different situations upon appointment with little managerial experience. They have to adopt

their leadership style and learn in the process as situations and circumstances arise GOK (2017) policy program identified this as a challenge. The policy reported that there are several unqualified officers in leadership positions serving in an acting capacity. Taking consideration of situational characteristics during succession planning can help in the identification and recruitment of best-suited candidates for leadership continuity. With Succession planning and Management, potential leaders can be exposed to different situations as they are being prepared for future managerial roles. This will allow them to be flexible when dealing with challenges when they eventually take over managerial positions, hence making them more effective.

2.3. Empirical Review

2.3.1. Institutionalization of Succession Planning Practices

The situation analysis section of the Human Resource Planning and Succession policy reveals before 2007, succession planning in the public sector was non-existent (Government of Kenya, 2017). It also reveals that 31% of civil service workers are to retire within ten years. The number reflects a massive loss of experience and skills at different levels of service delivery. The situation is not unique to Kenya. Titzer & Shirey (2013) notes that in the USA, leadership succession planning in healthcare lags compared to other industries, with 38% of such practices only focusing on senior positions. This happens despite best-practice recommendations of the multilayered approach to succession planning fronted by the National Centre for Healthcare Leadership (2005). Shirey (2006) projected a leadership crisis in the U.S.A with 67,200 nurse vacancies by the year 2020. Part of the solution proposed to reverse this challenge in Kenya is the institutionalization of succession planning and management practices in the public sector (Government of Kenya, 2017). This is the first objective of the policy document. It generally includes the development of a human resource plan that is aligned with national and county goals.

Studies have linked the implementation of succession planning policies to organizational performance. A case study that was done by Lucy (2014) on succession planning of executive directors and its effect on organizational performance in natural resource management organizations revealed a positive relationship between succession planning and performance. It concluded by recommending that organizations have succession plans in place irrespective of the nature of registration. The level of performance, however, relates positively to the level of effort and commitment put into the implementation of succession planning practices. Lyria, Namusonge,

& Karanja, (2017) study on the effect of career management on organizational performance in companies listed on the Nairobi Stock Exchange revealed that firms that had effective programs had superior performance.

Succession management in the Kenyan public service before 2008 was neither systematic nor employed a sector-wide approach (Government of Kenya, 2017). The approach was not based on human resource planning. The result was multiple challenges in service delivery. The first attempt at providing a policy guideline on Succession management strategy was in 2008. However, this policy document was not implemented. A study done by Okhawere & Isibor (2019) on succession planning in Nigerian public organizations reported similar findings. The study also reports that organizations that have succession planning report better performance. However, not many steps have been taken to implement the policies in the public sector. Komora (2016) study on constraints to succession management on state corporations in Kenya more significant majority did not have proper succession management systems. Challenges such as human resource policy implementation framework, weak talent pools, and career development were identified as some of the constraints of succession management in those institutions.

2.3.2. Talent Management

Rothwell (2010), describes talent management as the recruitment, onboarding, and development of employees. Some organizations reserve it for investing in their topmost promising employees. It is, however, not limited to the development of the most productive employees. It can be used across the organization. Talent management is an important tool for broader succession planning and management.

There are several studies done that demonstrate a relationship between talent management and performance. The majority of the studies done agree that employing talent management practices results in better performance. A study done in Namibia to investigate the implementation of talent management in public service revealed acknowledgement by all respondents of the positive effect talent management has on performance (Nakakuwa, 2016). This was irrespective of the several challenges the study observed in the implementation of talent management practices in Namibia.

Ladewig (2017) study into the perception of employees on gaining competitive advantage through leadership and talent management in small companies in South Africa revealed that lower and middle-level employees perceived talent management as essential. In terms of the study

implication, it goes ahead to suggest that in an ever-increasing competitive business environment, talent management becomes crucial to gaining a competitive advantage.

2.3.3. Career Management

Greenhaus et al., (2000) describe career management as the process by which employees gather information about their interests, and values, assessment of their strengths and weaknesses, choose career goals and partake in strategies that increase the likelihood of achieving the chosen goals. With increasing realization and recognition of human resources and talent as key drivers to the attainment of competitive advantage, employers are faced with the need to assist employees with career growth guidance and opportunities that align with the organization's growth strategy. Career management focuses on planning for the growth and progression of employees, Career development, and planning oversee effective guidance and encouragement of productive employees to fulfil their purpose (Lyria et al., 2017). The study reveals a significant positive relationship between career management and organizational performance. Firms in the Nairobi Securities that had effective career development programs and policies posted superior performance compared to those that did not.

George & Jones (2012) define motivation as psychological forces within an individual that determines how he or she behaves in the organization. It directly determines the effort individuals put into their job and the level of perseverance in the face of difficulty or obstacles. Multiple studies reveal a positive relationship between motivation and performance. Shahzadi, Javed, Pirzada, Nasreen, & Khanam (2014) found a positive relationship between intrinsic motivators and performance. Rothwell (2010) argues that succession planning can be used as a tool to help individuals develop their careers as well as improve their morale.

Sheila, (2018) study revealed a strong relationship between professional growth strategies and employee retention. The study goes ahead to recommend that hospitals should have a clear career development plan for their employees if they are to retain them. The study is also in keeping with Maina (2014) study, which looked into factors affecting career management among non-academic staff in JKUAT. Career planning, training, and having a framework had a positive effect on career management.

2.3.4. Performance in Public Health Facilities

Increased competition between firms within a business environment has led to the need for firms to outperform their rivals for survival. According to Berberoglu (2018), the main goal of an organization is to create an environment that encourages greater levels of performance. This is through encouraging employees to work hard and synergize efforts towards attaining superior performance. Performance has been defined as attaining goals and objectives set up while at the same time, reducing liabilities. The definition of performance in healthcare is broad because of the nature of organizational complexity. There are many measures of performance that can be assessed. There is no clear definition of excellent performance in dynamic complex systems such as healthcare (Levesque & Sutherland, 2020). Frameworks have been employed in public to guide assessment. These frameworks have been embedded in thematic areas such as safety, accessibility to care, patient-centred approach, and efficiency. They form the core of assessing the desired outcomes of health systems. Current approaches in most organizations, including public facilities, involve the evaluation of numerical data on process and outcome indicators (Berberoglu, 2018). The indicators have been revised over the years to give an objective picture of how the organization is doing. The paper also notes that subjective assessment also has a role in assessing performance. Subjective information like customer satisfaction comes from the patient's perspective on interaction with the service delivery. Healthcare managers then analyze the subjective data and act on the information gotten from it.

Human resource practices are directly linked to organizational performance. People are crucial to performance because they carry with them the knowledge and ability to apply it in ways that promote the mission, vision, and values of the organization. Performance problems are, to a great extent, attributed to skill deficiency, ambiguous roles, and lack of employee motivation (Hughes et al., 2002). Succession planning policies are deliberate strategies put in place to ensure continuity. Through them, talented, motivated individuals are identified and developed into competent potential successors.

Kenyan public health systems draw performance targets from the Ministry of Health's strategic plans. All facilities in the country get their targets from the Kenya Health Sector Strategic Investment Plan 2013-2017. It is a mid-term plan for health and has a set of defined objectives and quantified targets that are in line with the Kenya Health Policy 2014-2030. The policy

document has adopted WHO'S six health system building blocks. It recognizes leadership and governance as key parts of the equation. However, there is little research done to establish how it has impacted the performance of the health system deliverables. Neither are there studies to demonstrate the impact of other supporting policies such as human resources planning and succession management policy of 2017 on health system deliverables as identified in the KHSSP 2013 – 2017.

2.4. Summary and Research Gap

From the reviewed literature, it is evident that succession planning is widely accepted as a human resource process that adds value to organizations. It increases the likelihood of better performance by ensuring continuity. The public sector also takes note of the role that succession planning plays in solving several human resource challenges that come with a lack of planning. However, not all succession plans bear fruits, even in the private sector. Most organizations do have succession plans but are not implemented the latter. Literature acknowledges there is a lack of information about succession planning practices in the health sector and their effect on performance. This study aims to bridge the knowledge gap of succession planning practices among public health facility managers in Kakamega County, as well as understand the context in which facility managers operate concerning succession planning and management.

CHAPTER 3

METHODOLOGY

3.1. Introduction

This chapter discusses research design, population and sampling methods, data collection techniques, research quality, and ethical considerations that were used during the conduction of the study.

3.2. Research Design

The study employed a qualitative approach to assessing succession planning practices among public health facility managers in Kakamega county and how they influence performance and managerial preparedness. Case study designs are helpful when one wants to understand how organizational context impacts the social process in depth (Starman 2013). They help to put into perspective outcomes that may be understandable in the context of other forces within the organization (Cassell, 2004). The study aimed to gain an in-depth understanding of succession management among facility managers. Comprehension and implementation of succession planning practices, as described by the Human Resource Planning and Succession Management in Public Service (2017) policy document, were evaluated through in-depth interviews while assessing performance in terms of health indicator understanding and role preparedness.

3.3. Population and Sampling

3.3.1. Study setting, Population, and Sample Size Determination

The study was located in Kakamega county. The county has 13 sub-counties with a total of 162 public health facilities. The county department of health facilities was chosen because the case study is based on the implementation of the policy guideline on human resource and succession management of 2017 for public service. Kakamega County was chosen by the researcher due to its ease of access with the researcher stationed within the county.

Creswell (2013) and Charmaz (2006) recommended a sample of 20 to 30 individuals to attain theoretical saturation. The number, however, maybe more depending on the topic of study. The sample size was determined from the proportions of dispensaries (1%), health centres (7%), county hospitals (26%), and county referral hospital (66%). Purposive sampling was used to identify

different health facilities that were accessed for the study. Ease of access and proximity to tarmacked roads will be the greatest consideration.

The concept of theoretical saturation was used as a guiding principle in the conduction of this study. Mason (2010) argues for theoretical saturation to be a guiding principle in qualitative research. Furthermore, with large sample sizes, the data may become repetitive with limited incremental value to the survey.

Table 0.1: Sample size determination

Facility	Total number (N)	Proportion (%)	Sample Size (n)
Level 5	1	1	1
Level 4	11	7	3
Level 3	43	26	8
Level 2	107	66	20
Total	162	100	32

3.4.Data collection techniques

A case study can employ several techniques of data collection, including the use of questionnaires, observation, in-depth interviews, document reviews, and audiovisual materials (Cassell, 2004). The researcher used a semi-structured in-depth interview with an interview guide. Data were captured through tape recording. This technique allowed the researcher to gain an in-depth understanding of the participant's perception of the research topic. Appendix III provides the details which were used to structure the in-depth interview.

3.5. Data Collection

The researcher was the data collector in this study. Data was collected through audio-recorded interviews using an interview guide. The researcher allowed the respondents to use a language of their comfort. The majority opted to use English Transcribing of audio recordings done by the researcher to word format. The interviews ranged from 30 minutes to 90 minutes.

3.6.Data analysis

Data was analyzed into thematic areas with verbatim quotes to support the theme and discussion. A total of 29 interviews were used in the analysis. The researcher familiarized himself with the data, after which recurring ideas coalesced into themes presented in the findings

3.7. Research Reliability and Validity

Reliability of research refers to the consistency in which an instrument produces results with repeated trials. According to Golfashani (2003), a study can be said to be reliable if the results of the study can be replicated under a similar methodology. The research tool was administered to 5 peers within the class with their input used to refine the tool. Validity is the accuracy of the measuring instrument. Validity and reliability were determined through a peer review of the research instrument. To ensure validity the researcher probed for clarification. The findings were also quoted verbatim.

3.8. Ethical consideration

Ethical clearance was sought from Strathmore University Institutional Review Board, the National Commission for Science Technology and Innovation, and the County Government of Kakamega before the onset of the study. Participation in the study was voluntary. Written informed consent was sought from the participants. The researcher ensured all participants remain anonymous. Participants were also informed of their right to opt-out should they wish. Data collected through recordings and notes were transferred to a password-protected computer from which safety was guaranteed. Discretion and confidentiality were maintained throughout the study.

CHAPTER 4

FINDINGS AND INTERPRETATION

4.1. Introduction

The chapter presents findings from the study. The chapter has findings on background information, the institutionalization of succession planning, talent management and career management.

4.2. Response Rate

The study interviewed 29 out of 32 managers in the county department of health facilities giving a response rate of 91%.

4.3. Demographic Background

The study sought respondents to assess succession planning practices among public facility managers in Kakamega County. The majority of the respondents were aged between thirty-one and thirty-five, followed by the aged between the ages of thirty-six and forty years. The last group was of those above forty-five years of age. This indicates that most health facilities were headed by people who had low chances of attrition through retirement. Going by gender, the majority of those in leadership were male accounting for fifty-seven per cent. With regards to the level of education, the majority were degree holders, followed by diploma holders. Few had post-graduate qualifications, around three per cent. More than half of those in management positions had served for at most four years and while around forty per cent had served for at most nine years.

4.4. Institutionalization of Succession Planning Strategies Among Public Health Facility Managers

4.4.1. Facilitation For Management Change Over and Change of Duties

Respondents had a general understanding that Succession Planning and Management involved preparation for a change in leadership and management where a change results from natural attrition. Most respondents noted that Succession Planning and Management could help bring continuity of care, performance and development whereby the incoming manager picks up from where the outgoing left. It was also noted that it can reduce the skills gap between one manager to the other. There were multiple references of succession planning and management to Handing Over Procedure where outgoing managers prepare a document to present to the incoming managers before they leave.

“It’s actually handing over the management. Probably, you're trying to recruit a new person to replace an old person, or maybe somebody who has retired or maybe in case of a certain death.” (Respondent #1)

“I think about the process of maintaining continuity whenever we have an officer exiting a certain position or exiting a service, yeah, the process of ensuring that there is continuity or service delivery in a particular institution.” (Respondent #27)

“I think it is an important factor in health for the purposes of continuity of care and also the development of infrastructure and facilities.... So, as I'm also planning to leave, maybe in future, I'll put down whatever achievement that I have to so I let the incoming in charge will be coming in to be able to take over from me and continue with the development.” (Respondent #2)

“I think of how, how I can prepare to either hand over or, or, what do I say, or receive, or, yeah, a facility or management.” (Respondent #8)

“I think it is very important in terms of the when it comes to the in regards to management because it makes sure that there is a smooth flow of skills or management skills from one manager to the other so it enables them, it makes sure that there is no gap while one manager is exiting and another is coming.” (Respondent #3)

“I think it’s a good concept or it’s a good practice whereby you, as a facility manager you need to organize yourself just in case you will need to hand over or exit the facility in terms of management so it’s important to prepare for any eventuality so that anybody can be comfortable taking over after you.” (Respondent #6)

“Succession planning is an important aspect of planning, strategically for an institution in that it ensures that there is a continuity from one regime to the next. And also, it is important for growth in the facility, so that the facility grows in a given direction and also for the culture of a facility. It also assists the person that is exiting or the person that is within to, to know what the future holds for the facility and what the future holds for him because they have grown knowing the important culture in the facility.” (Respondent #22)

“In succession planning, because people leave because of their own personal interests, people leave because maybe they want to pursue other higher you know, pursuits or whatever it is, it is then incumbent on a properly structured system not to allow for a gap, because having a gap in management may literally bring down a system.” (Respondent #32)

There was an appreciation that SP&M can make it easier for one to transition from one form of duty to another. In the case of management in the health department, the transition would be from clinical services to management. SP&M gave healthcare time to slowly adapt to new tasks, as such it makes it more comfortable for managers to make the transition.

“It gives the health care worker like for our case health care workers an opportunity to slowly adapt to the new task because it is a matter of being given a task that you have not been doing previously, so once it is planned it makes it easier it makes more comfortable for the health care worker like for health care worker in my case.”
“Respondent #14)

“If you have a succession plan, you can be able to identify someone, in case a need arises, you train him or her, in case the need arises to take over the position. In case of a circumstance maybe retirement of the manager, sudden death of the manager.”
(Respondent #5)

4.4.2. Low Level of Awareness for SP&M Policy

The level of awareness of the existence of the G.O.K policy on SP&M was low. The majority of respondents were not aware that the government had a policy on SP&M. The respondents reported there was no downward cascade of the policy. However, the managers took it upon themselves to prepare incoming managers for managerial duties.

“Personally, am not aware. I'm not aware of the policy document. I'm not aware”
(Respond #1)

“I think for us we don't have a written policy or a policy per se I think it's just on, maybe, the need. If maybe one manager is thinking of going back to school or going back to clinical, I think we start preparing early for example the one that is coming start introducing him to attend the CHMT.” *(Respondent #3)*

“There is actually a lack of awareness. But I will also say, there is a little bit of system breakdown. Because it is just obvious everything should come down straight, but you will

find when we prepare these documents or something, which is very good for us, it will just hang somewhere. So, it doesn't reach down. So, I blame it on the system.” (Respondent #26)

“It has not really reached down to the grassroots. Though, many people are not aware. Yeah, many managers are not really aware of the policy. Though some of you might be aware of it, other people are not aware. So, implementation on the grassroots might not be as per the policy itself.” (Respondent #30)

The few respondents that were aware that the policy existed reported not having interacted with the document. A few that reported that they were aware of the policy also mention that its implementation was difficult because, at the facility management level, managers lacked control over how officers are transferred within the department of health.

“Government has many policies, and on succession planning and management, I am aware actually the government has a policy document. However, I have not interacted with it but it is listed as one of the very key documents in human resource management in government.” (Respondent #11)

“Okay, to be honest, I cannot say that I've read it, but I'm aware there is that policy, but I have not read it.” (Respondent #19)

“Yes, I'm aware of the policy. Though, but I personally have never had a chance to go through it.” (Respondent #20)

“Yes, I'm aware there is a document on succession planning and management. I'm aware but as an institution, we don't have a copy of the program. At the moment, it is not very easy to implement. We usually plan for it, but most of the time sometimes we are not in control of the process, especially when we are talking about other officers under us. Because sometimes you will find, the transfer of staff that happens without involving the institution management. Sometimes you have a certain department that you may be making arrangements that when this particular officer exits, you would want so and so to take over, but then you will find that sometimes we are not in control of the posting or the movement of this staff. So, you can just find on another day our staff has been moved to another

facility and therefore you have to start the planning afresh. Then even at an individual level, most of the time, we are not in control of who is coming to occupy our office in case we exit one day. So, planning becomes, although it is important planning becomes quite a challenge.” (Respondent #27)

4.4.3. Ineffective Recruitment of Public Facility managers

When asked about the clarity of SP&M practices among managers, the respondents expressed reservations about the current recruitment practice in Kakamega County where managers are recruited without their knowledge. The respondent reported that the practice sometimes led to the recruitment of managers that had no interest in managerial positions. The manner in which senior positions were filled was questioned, especially where senior positions were filled by very junior inexperienced officers. Political interference was also mentioned as an influencer of managerial recruitment in certain cases.

“Sometimes in our county, in Kakamega, managers might be recruited without their knowledge, you just find your name and you are in posting order. So, a manager was been recruited by caution, sometimes will tend not to own a particular leadership practice or a particular managerial practice, because he or she did not have an interest in being a manager.” (Respondent #2)

“When you go to some of these corporates, you hear like the position of the CEO. So, the CEO, by all establishment is someone who is at the helm, at the top. You are hired for that position but then in government, you may find a junior officer who is joining the service today, by virtue of a gap, remember we also politically driven, by virtue of a gap at the top, this person is literally picked and put in that position. So, juniors they may be, unskilled as they may be, but you find that given those management positions, which are supposed to oversee things.” (Respondent #32)

“Government systems are so disjointed to an extent of you know. Government hospitals have been labelled as poor quality, if you want better quality care, you need to go to a private institution. Now, this is actually the reason that management is what shapes an institution. So, the reason why government systems may never really have that culture of continuously improving is because of succession. Managers are picked just like you may

randomly pick anything, because of these changes you find that these positions are not established to last even maybe the tenor that would have been expected. Someone is appointed today, tomorrow, they leave and then it takes another six months for the government bureaucracy and systems to fill that position. You fill that position probably by someone who is not even suitable. Also, there is a lot of political interference. So, at times, filling up of positions may be politically interpreted and that may end up actually probably compromising the calibre or the competencies or whatever it is, or you may have the right competent person, but the political.” (Respondent #15)

“There is just a posting you’re given a letter that on such a day or such a month you’re supposed to report and a certain facility and you are going to be in charge that is how you become the in charge you come here. You find those people who are here you to tell them am reporting and am going to be in charge so he or she will take you through the handing over procedure and that’s it.” (Respondent #14)

“But where it is mainly lacking is inside the higher offices, or the main managers or the senior managers in the government institutions. Yeah, like hospitals, most of the time, there is no plan. It's about moving people around. Either because the officer, the authority, that does the deployment has a feeling that maybe that institution is not performing well. They basically, just remove you, bring in another person without necessarily assessing, whether this new person coming in, actually, has the potential to do better than the officer who left.” (Respondent #17)

“No, they don't because the trend has always been, whenever they need to fill up a position, you will get phone calls. Yeah, so the top management is always calling, particularly this facility, requesting for us to nominate or actually submit names of people that we think can perform better in those positions. So, it is actually based on for now on, on, on us nominating officers. So, occasionally you'll find most of them are still very junior so then they end up in management or rather like a decision dilemma. This person well, he is performing or has the passion for the job yet in terms of experience, it's a bit minimal” (Respondent #31)

Some respondents reported that there was a lack of clarity in the current management induction where one finds himself on a posting order to a management position without prior preparation. The informal process of transition from one dispensation to another was mentioned as a great challenge because some managers had not been prepared for the technical aspects of management.

“I can say it was not very much clear because once you are told or you receive a letter that you are supposed to be transferred somewhere as a facility manager there’s usually what we call a short list.” (Respondent #2)

“It was informal where you have to take over from a colleague and then there is a little organization in handing over. There was a little organization where you are taking over management human resources where there is handing over. The number of staff you have and their duties was a little organized, then there was this other experience (finance and inventory management) I had to take over there was no formal organization. There was chaos, there was no cooperation.... The second process was a little bit tough because it was both human resource and finances and inventory and there was no organization so it was kind of tricky and hard to settle in” (Respondent #5)

“My induction was informal, no definition and a number of it you find that you are learning on the job. it is not clear at all, actually, we need standards where things are clearly defined and that now things are easy. They are not well defined you easily get lost and even your roles, it is an area that really needs to be put together.” (Respondent #11)

“For me, I found the process, it was not as clear, clear, as straight, straightforward as such. But through hard work and trying to follow, my passion, I think I’ve been able to try and do what is needed of me.” (Respondent #21)

“The process was not really clear. When you’re talking to somebody, you know, you’re just trying to find the willingness of that person and then what they know, little and then you add them. So, we do not have a clear document to guide us on that. We’ve not been given anything to guide us. So, here we do not have anything that we will base on to do that.” (Respondent #26)

“It was unstructured way, learn on the job, learn while you're there like you're supposed to do. Okay, I was made a deputy and I had to find a way of learning and also consulting. But in most cases, you'll find that you're just picked out. And while I was here, I was taken to be in charge. Actually, it was not proper preparedness. Actually, I went there I learned just a few things that I can do. Now those things that the in-charge does himself alone I was not aware of. You know those ones even if you cannot do them, but you should be aware of what he does. So that when you're posted in that position, you just go ahead and do but if you're posted and you don't know what that person does, you don't know what you are supposed to do it becomes a challenge.” (Respondent #28)

4.4.4. Lack of Sensitization on Managerial Responsibilities for New Recruits

Most respondents reported that there was a lack of sensitization of managerial roles and responsibilities by the Human Resource Office in the Department of Health. Most managers were recruited without any management experience forcing them to learn on the job. There was a mention that the college training had imparted some knowledge on management but wasn't enough to make one an effective manager. The lack of awareness was mentioned as one of the reasons for the lack of implementation of the policy, and there was a need for sensitization. Follow-up and sensitization of service-oriented policies took priority over human resource policies.

“I have not heard of any since I became a manager, I have not seen any formal induction by the county department of health human resource office, so I think us managers we just, you know, we just came to learn on the job.” (Respondent #28)

“I can say no, I have not heard any for the last so many years that I have been a facility manager.” (Respondent #13)

“In the smaller facilities, you probably have to learn from your peers not necessarily the County department of health human resource.” (Respondent #5)

“It was a transfer. I was given to be in that facility. From there, take over the lead and you continue.” (Respondent #10)

“Unfortunately, there's never been such a thing. In fact, we've been knowing and asking the managers, or the people who are in a position to help us know how to do those things because they've never trained us. Yes. You are just trained on the job.” (Respondent #8)

“I will say no because since I was given this post to serve as a manager here, no one may be called to sensitize or orientate us. I'm a doctor. I didn't train as a manager. So, when you give me an opportunity, to be a manager, you need to guide me. You need to tell me what to do. Because most of these things, you end up doing your own thing, and then you are told; you should have done A, B, C, D. So, the question is why didn't somebody tell you, as a manager, this is what you'll be doing, or they give you the guide?” (Respondent #26)

“At the department of health, I think this is an area that is largely ignored and I will confidently say that this does not happen a number of what happens here is like an apprenticeship. There is no good order. I can confidently say that this is an area that the county department really needs to pull up. (Respondent #11)

“You know a succession plan is largely in theory if it is put in practice then you will find that even those people under you will take it up as now a duty and they will be able to pick up. So, sensitization a lot of it needs to be done.” (Respondent #11)

“We can say they, they usually come service-oriented policies but not specifically on human resource management policies. Probably not. Some policies are there and people may not know but they exist so it is good enough for them to come to the ground and sensitize the health workers or the institutions so that each and everyone is informed.” (Respondent #13)

“They don't, they don't. Usually, managers, I remember when people are put, are picked for the management functions, like personal, as an individual, for example, for the duration I've been in management, I have never been called by the human resource department to be either sensitized or briefed on the succession plan. That usually doesn't happen.” (Respondent #19)

“My experience has been with government, for the nine years or so, I mentioned, we don't have a strong succession planning and management framework. So, positions are just established. And you'll find there are so many positions, which even for four or five years, still have officers in an acting capacity.” (Respondent #27)

Some respondents reported induction into management roles was done by their immediate supervisors and colleagues, though they weren't sure whether the supervisors were following the policy document. The lack of awareness by the managers and failure to follow the policy was attributed to both parties. The human resource department was urged to take up dissemination of the policy as a core function of the department, while the managers were also encouraged to get themselves acquainted with the policy and implement it at the facility level.

“We underwent it through our sub-county public health nurse in just a little bit of orientation. I'm not sure if she was following the policy document.” (Respondent #1)

“Most of the things I learned from other managers, my other colleagues who are managers.” (Respondent #5)

“I want to believe that this succession plan is a document that institutions or individuals can still be able to access or look for it if they actually go out of their way. But at the same time, the HR department, I know it exists, but we don't have one in our institution. I think the HR department can actually go out of its way, to implement it as one of its functions. Actually, making sure that the officers in management, or basically all officers have access to this. Sensitize them on the same; distribute them to the institutions. Yeah. So, both, I think it is a combination of both the individuals and the HR department that is maybe responsible for this document is not easily available in the institutions.” (Respondent #27)

4.4.5. Lack Of Commitment by Senior Managers on Implementation of SP&M

There was a perception among some of the respondents that senior management lacked commitment in preparing incoming recruits to take up managerial responsibilities. Some felt that they would have performed much better had their supervisors committed to implementing succession planning and management. Lack of commitment toward succession planning by senior

managers was attributed to a lack of integration of succession planning practices into the managers' performance appraisal system.

"I have not seen a lot of input from my supervisor regarding the same, but I really it would really make a lot of success if the supervisor is involved also, it would help a lot in terms of making the process becomes smoother and also flow." (Respondent #2)

"Yeah, you know, in government, we work with the clear instructions based on either a performance management schedule, work plans, strategic plans from the Ministry, which are then you know, brought down, then you can have strategic plans for the institution but unfortunately, succession planning is actually very vague. It's actually not part of the performance management objectives or you know, areas." (Respondent #32)

Some respondents felt that it was proper for supervisors to employ SP&M as a tool for better transition management. It was the responsibility of the immediate supervisors to prepare the incoming manager so that the new manager could get better orientation on the job. Organization-wide implementation was also noted as a means of easing the transition challenge for uniformity of succession management throughout the organization. There was the need to compel managers to commit to succession planning.

"They should employ it and take it as a human resource tool... In case you want to transition someone or to give someone a position. You have that plan so that you're able to orient them and give them what is expected of them to the level where they are now going to be a manager. What is expected of a manager of a facility, what is, what are you expected to do? So that you go there, knowing expectations. Yeah" (Respondent #4)

"I think it would be noble if especially it would begin from up there, the supervisors if they would (commit towards implementing succession planning and management). What I am seeing in the smaller facilities is probably a mirror image of what happens even in the county probably from the county level downwards so if there was the commitment from the managers from the supervisors down to the smaller facility managers then it would help a lot. So, think it's better if there is a strategy in place now that I know there is a policy. I

think it would be better if everyone would adhere to the policy and organize for smooth transitions all through.” (Respondent #5)

“It's a good idea (on the commitment to implement SP&M) that would actually take the levels of the indicators than what we are achieving currently because the incoming managers will be aware of what is expected of them. The guiding policy is put in place as they get inducted into the system and also as they exit into the system.” (Respondent #20)

“It should be passed from up, coming downwards. It should also be written in performance appraisal forms, as one of the things that they are looking for. they should also put a department that is responsible for succession planning. And they should be monitoring the managers of the institutions in a formal way that will assist so much in ensuring that everyone is in line with the intended purpose of the succession.” (Respondent #22)

“Something needs to be done, I don't know if it will be in the HRH policy or any other human resource policy to compel the managers to actually stick to the succession planning or succession policy that is there in place.” (Respondent #27)

4.4.6. Under Preparedness of Public Facility Managers for Management Role

The respondents reported that college training did not give proper focus on managerial aspects of the health system. The focus was on the clinical management of patients. The result was little exposure to medics about management, and yet some of them find themselves in management positions after employment.

“You are giving you are given a position that you've never handled. In fact, in school we did management, but it was not this big, it was just a section of maybe like, like the responsibility and everything, but you know, when you come to the work itself, it is different. So initially thought it was necessary, but now, with the time you know, you consoled and you get used to it.” (Respondent #8)

“My feeling is because it's something that we learned in school, maybe theoretically we learn in school, then you come in service, you're selected as a manager. And then no preparedness you're just selected and sent to a facility.” (Respondent #9)

“We did some little units, but you will find out that, from year one to year five and a half, most of it was about you, and maybe the patient. And you discover that something small comes from management, something small. And that is maybe more about maybe around the department. But you know, when you are chosen as a manager here, you want to be like, to lead people to lead the community, that is now a huge thing.” (Respondent #26)

“In most cases, school training does not prepare them for a management position, especially in our field in health. So, I don't know about other fields, but in our field in health, they try to teach but most of the time people concentrate on the clinical. So, you want to sharpen your skill in how you clerk your patients, and how you treat them. But if you are told this is a hospital plan for other things you don't know so those are the things most of the time people learn in the job, or they go for higher learning for masters.” (Respondent #28)

“Most health workers, actually do not go through management training, during their in-service training, their training as health workers. So, it would have been really important, that as a manager, I am taken through the role, or even attached to another manager in another institution for a certain period of time, maybe three to six months. So that I'm able to learn exactly what is expected of me so that when I'm taking over, actually am in a position to carry out these functions and not leave an institution in an awkward situation for the period when I'm actually doing the learning process.” (Respondent #27)

Upon reflecting on SP&M, some respondents noted that at the time they took the management role they weren't well prepared for the role. They had to learn the new responsibilities as time went by largely through phone consultations with their immediate supervisors or peers. One respondent felt they would have performed better had they been prepared for management. Some respondents noted that SP&M can help to reduce culture shock. The change in duties from clinical practice to

management role can have an impact on the staff that has been assigned the duties. Preparing them for the role can help reduce the stress that comes with such change.

“I would say in terms of role preparedness, we are not that well equipped, it's something that we'll learn with the ongoing daily occurrence” (Respondent #1)

“Sometimes you're ambushed with a responsibility like for the example. Managerial responsibilities and maybe if you come and asses and do the business assessment first you might find somebody who can take the task better than the person you have just decided to give the task may be from the office.” (Respondent #27)

“When I actually did take up the position for the first time, I actually came in really green. I didn't really know what the functions of that particular position I had been given were. I actually came to learn about the functions in the course of performing my duties. Yeah, there was really no time, I was even briefed on what are the main functions of the position I was being given. There is no time I've been called maybe to be briefed on what my role could be.” (Respondent #31)

“I think it prepares the person who is coming in to take the position on what is required of him or what is expected of him and so that he doesn't come and get shocked by all that is happening.” (Respondent #3)

“It is not good to fumble with whatever new things you will meet. If the task is too harsh for you can quit before you go to test other than testing it on your own job when you're already been given.” (Respondent #7)

Most respondents noted a positive relationship between succession planning and management role preparedness. The respondents noted that the incoming manager would be better acquainted with her responsibilities and organize themselves better when setting priorities and goals. Psychological preparation for the job was also mentioned as one aspect in which SP&M could assist incoming managers. It was also mentioned that the incoming manager would take less time to settle into the job. The indicators would important for tracking the competence of a manager.

“I think it prepares the person who is coming in to take the position on what is required of him or what is expected of him and so that he doesn’t come and get shocked by all that is happening and also in terms of indicator performance at least it is able to know if the company was doing well or the facility was doing well it is able to maintain that good.” (Respondent #3)

“Once it is implemented it can assist in it can improve in the output, because you would be given a task that you’re already prepared for.” (Respondent #7)

“It’s important because if it is there if the plan is there, the succession plan is there. One is prepared before taking up the position. So, you know, what is expected of you. So, you can get the knowledge about a manager, and what are the roles that you’re going to perform as a manager. Then you can have, you can set your goals. You can focus on that position, setting your goals to know what are you going to perform when you get the position.” (Respondent #5)

“Mentally, you will be ready for the work you are going to do. And furthermore, of course, the indicators you will be given, and you will focus on what you’ve been given to do. Yeah. So basically, to just help you to prepare and to be ready for the roles.” (Respondent #8)

“If a manager is not well prepared to pick up the rules, the outcome of the indicators will be low. Ideally, they would waste a lot of time, learning through self-drive and interest. Probably, this would have a long-time impact taken for that manager to usually pick up the duties and the roles assigned.” (Respondent #20)

“You know, mostly those people who are coming in are very new. They know nothing. So, by the time you are preparing them early, they know what they should be doing, and they know where you are as a team. And when they come in, because you’ve already trained them, and they’re ready, there is that continuity, but you know, when you don’t talk to them, and you do not prepare them, most of them, they will be like, everything falls and then picks later.” (Respondent #26)

4.4.7. Need For a Broader Organizational Consideration When Making Managerial Change Decisions.

Respondents reported that succession planning can help one to take into consideration organization-wide issues during the management transition. The county department of health was flagged over how it normally handles management change over. Some managers felt that there wasn't much consideration of succession planning in transition management, nor organization and department-wide considerations. Secondly, changes were sometimes arbitrary, sometimes occasioned, and instigated by changes at the senior levels of management.

"I would say that when you have a plan, definitely you will have a proper forecast of issues and organizational goals" (Respondent #2)

"I think as a County, I would say, we have not really had a succession planning in our institutions. Most of the time you find, maybe when a certain manager is probably not performing well; they are basically removed and a new manager brought in, without any particular plan. Without maybe even whoever is being picked to come sometimes these people have not been in management. You would not say maybe they have been at the same level of management as the officer who is leaving. So, it ends up about changing or moving officers." (Respondent #27)

"Sometimes you find the department doing a changeover; moving all managers across board, just because probably there is a change of management at the county level. So, the officer who comes in does a reshuffle without looking at the individual management needs of the institution. So, I think it is something that the government institutions are not taking very seriously. They don't look at maybe even in that particular institution is there somebody who has been probably the second in command, who is in a position to take over. So, I think, especially at higher levels of management in the institution, the County does not plan for succession in those particular levels." (Respondent #16)

4.4.8. Need For Assessment of Organizational Culture by Policy Developers

There was acknowledgement for the assessment for implementation of the policy at the facility level because organizational culture dynamics, level of preparedness, and challenges are unique across facilities. Doing so would also allow for the policy implementers to accommodate the views and recommendations of all stakeholders.

“It will be wise if they come on the ground to assess the preparedness of the succession policy implementation because each institution has its own unique challenges. Each has its own unique strengths, and therefore if they reach the ground, they will accommodate the recommendations of all partners or institutions depending on the challenges they face because like in the rural areas we have our own unique challenges, unlike urban areas.”

(Respondent #13)

“They should come up to the grassroots so that all people are included and maybe have views from different departments and maybe from staff working on such kind of organization. On the ground, am not so sure about its awareness, but for me, I think we came to hear about it more in a certain year most staff in the county were retiring. We got to hear that there is this policy.” (Respondent #18)

“It is quite important because actually, management starts from the bottom up, upwards. It's, it's all over. So, there's no way you'll make a policy up there, which might not be tailored at this level, at the lower level. Yeah. It's important to come up to, up to every level to see what they need, what they, what knowledge gap they have, and what may be the difference they have. Yeah, they can also have some input. This is how you can do better.”

(Respondent #21)

“You have to get the views of all the members, of the different government or institutional departments. So, it is important that you get their views on succession; how to manage your succession. So that when you develop this policy, it can be adopted and or it can be domesticated to a specific department, so that it's easier to implement that policy when it actually comes out or when it is passed finally. When it's finalized and rolled out for implementation. It will be easier to implement when you involve all the stakeholders.”

(Respondent #27)

4.4.9. Impact Of SP&M On the Organization

Several issues arose when respondents were asked about the impact of succession planning and management on the organization. Some of them included faster transition, psychological preparedness and prevention of culture shock, managerial duties awareness and preparedness, and effective indicator performance.

4.4.9.1.Faster Transition During Management Change

It was reported that SP&M could facilitate a faster transition because the outgoing manager and the incoming manager would be better prepared for handing over and receiving responsibilities. Apart from making management transition easier, the time it takes for one manager to settle in management positions would also be reduced if managers adopted succession planning practices. One respondent pointed out that without proper SP&M, incoming managers may struggle with the job leading to demoralization and premature exit from the position.

“It will facilitate faster handing over. For us, it is handing over or receiving. Because when you've planned yourself, you've planned what you want to hand over, or maybe if so, where the other person has planned what you will receive. So, to me, I think it will enhance smooth transitioning because of course, you will have planned everything that you want to hand over and, or receive.” (Respondent #8)

“With a good succession plan, you will even find that whoever is coming in after another manager exit finds it very easy. He or she will take very little time to get accustomed to the new role. You will find that wastage of time will be limited rather than taking a whole lot of time like 6 months adapting to a new role.” (Respondent #11)

“If it is not done, now this is where you find a lot of demoralization. This is also where you find a lot of confusion and conflicts in the workplace. So, a good succession plan will translate into a good outcome and will give good results. But if it is a poor succession plan then whoever is coming in will have a lot of challenges to adapt and therefore now also pick up on specific roles. This is where you even find that the apprentice quits prematurely because now you know he is not able to carry out his duties because an orientation has not

been done. But if it's done very well because of its succession if I am oriented very well in my roles as a manager, I will definitely have that duty to orient the next person. It is a continuity it's like a chain." (Respondent #12)

"It will make those ones that are junior, to take up the senior roles comfortably, because they are already prepared, and those ones leaving, exiting, will be comfortable because they are leaving someone who is capable behind." (Respondent #21)

"I think it can have a smooth management transition because the one taking over will be prepared and knows what is expected and desired of the process and will be the goals of the organization." (Respondent #25)

"It will be a smooth movement because people already know their roles in the next movement and their responsibilities. And you know when they are already trained on it, it will be easy for them to assume their roles immediately." (Respondent #29)

4.4.9.2. Psychological Preparedness and Avoidance of Culture Shock Occasioned By Change Of Duties

Understanding one's role and responsibility would prepare one to avoid issues of stress that come along with management, as well as culture shock from the change of responsibilities. The change in duties from clinical practice to management role can have an impact on the staff that has been assigned the duties. Preparing them for the role can help reduce the stress that comes with such change.

"I think it prepares the person who is coming in to take the position on what is required of him or what is expected of him and so that he doesn't come and get shocked by all that is happening." (Respondent #19)

"It is not good to fumble with whatever new things you will meet. If the task is too harsh for you can quit before you go to test other than testing it on your own job when you're already been given." (Respondent #3)

“I was not psychologically prepared. I can say it was a good practice because it helped me do some changes, even with the way I behave, or the way I tackle issues or solve problems. It could not be it maybe it would be worse if I was not inducted. I would say it’s psychological preparedness, you will be prepared and probably avoid some stress that comes along with the managerial positions.” (Respondent #1)

4.4.9.3. Managerial Duties Awareness and Preparedness

Some respondents reported that taking potential recruits through management practices prior to recruitment may result in positive results for example getting them committed to their work. The respondent also reported that the current practices sometimes lead to the recruitment of managers that are unaware of management responsibilities. Early preparation would make managers aware of the roles of a manager as well as a better familiarization with the indicators they are supposed to track. Having a formal process of inducting managers was mentioned as the better approach for preparing potential recruits that could result in better service delivery. It was also mentioned it could also encourage subordinate staff to take up managerial positions.

“Mostly, some of them come into the field of management when they are green, they don't know how to start handling managerial issues. So, when you take them through their management practices, and roles, they tend to think understand, and get committed to working towards achieving management issues that you have addressed.” (Respondent #2)

“I would say in terms of role preparedness times when a posting occurs maybe if this particular incoming in charge has been prepared or has been informed earlier that they are going to manage a certain facility probably they start preparing early for taking over and finding out about the particular roles of an in charge and stuff like that but in case it just happens like it’s just a posting that occurs without consultation or abruptly then most of the time it is not much in preparedness in terms of taking over the roles of the in charge” (Respondent #6)

“If there is a formal process then this person who is coming in will settle in comfortably and will be able to face the challenges that are there having been probably inducted or prepared early for the roles they are going to take and even in role preparedness they are

going to be informed about the indicators that probably they are supposed to emphasize or check on when they are doing these things but when they just come in like that you are not even sure what indicators are, so if there is a formal process the better.” (Respondent #12)

“You'd rather implement something that you are part of the planning stage. Yeah, basically, so, if you have not, or rather you are not part of the planning stage. It means you're going to struggle to implement a document whose origin you may not know, and whose institution in terms of organizational culture and politics you may not understand. So, it may take someone a lot of time trying to understand the environment within which they're supposed to work at the expense of actually executing the mandate which is now the overall goals and objectives of that organization.” (Respondent #32)

“It is my wish that maybe before recruitment to managerial position done, people are being inducted some induction or preparedness that when you're going into management, on top of what you learned in school now because we are going to practice, so it is my wish that I feel like we need to be prepared first.” (Respondent #9)

“Well, if there is an effective succession plan, you'll find that younger, and upcoming, or new staff will take the opportunity because it will be inclusive and it will encourage more people to be on managerial to gain those managerial skills and there will be smooth handing over and taking over and that will not affect the continuity of service. It will also improve service delivery amongst our clients.” (Respondent #11)

4.4.9.4. Effective Performance and Indicator Follow Up

Effective performance and indicator follow-up were mentioned as challenges resulting from the current practice because new managers are not familiar with their new roles. There is reliance on junior officers to orient the incoming managers on their new roles. The respondents thought that such a situation could result in the new manager being misled. Succession planning was mentioned as a solution to avoid the awkward predicament new managers faced having to be taught their roles by officers that were subordinate to them.

“I will say, with management, when somebody has done a good orientation and trained you, actually, results will be seen because you are like guided. Now, when you've not been trained, or when the way you should work has not been explained to you, mostly, you'll find out that you will make a lot of mistakes at first. So, issues to do with indicators will go down, everything will go down. Even those people you are leading will be like this person doesn't know what he's doing. So, because you do not know even if they give you a wrong thing, you know, you do not know.” (Respondent #26)

“It's very important and it is something that should be practised even if it's not being practised at the moment. We tend to experience problems because of that, you are sent somewhere you have not been prepared for, and you even don't know what you're supposed to do. So, you end up learning from juniors, the juniors that were not even prepared. They are not even aware of what's supposed to happen so if they're doing wrong things, you're likely also to learn the wrong thing. So, it's very necessary I think it's very necessary to implement it.” (Respondent #28)

“Most of the managerial functions, I actually learned them on my own. And actually, some of the roles, management roles, and responsibilities, I actually learned them from the officers, I supervise because those are officers who are actually... okay, under, in the hierarchy, in the management structure, they're under my supervision, but they had been in the system or in the service for longer. They had interacted with the previous manager. And actually, I was able to learn some things from them. So as a manager, you can always learn, even from the people you are actually supervising. You can always learn one or two things from them.” (Respondent #27)

4.5. Talent Management Practices Among Public Facility Managers

4.5.1. Managers' Perception of Exit Strategy And Inevitability Of Change

The respondents thought having an exit strategy was important for the management of the change and transition process not to leave a gap in management. The inevitability of change was acknowledged by some respondents as the key driver to having an exit strategy. Some respondents

reported that change of duty occurs at any time. That reality motivated the preparation of exit at any time without causing a gap in management during the process. Having exit strategies also helped outgoing managers to cope with the transition and exit without stress and anxiety.

“I think it is very important because it makes the way easier for the other person coming in and also for the organization not to leave a gap because there is a process.” (Respondent #3)

“As a manager, I’d say that I must have an exit strategy, I must be prepared for change. Change is inevitable. I must be prepared at any time.” (Respondent #1)

When you know, you’ll exit, you leave when you have done all the preparations for your handing over. So, you get prepared to know that I need t to prepare these, whatever I’ve been doing to hand over to someone. It’s that form of, you get, you get prepared and, and you leave a copy of what you’ve been doing. When someone comes to take over, he or she doesn’t find cluttered work. Also, it helps you to know that you’re not here permanently, you have to exit one day. Yes, so mentally prepared to leave being an In-charge to another role either senior or junior. So, it doesn’t bring those conflicts of mnanionea.” (Respondent #5)

“Having an exit strategy helps pre-empt a future gap so that it can be able to be filled. There is little time lost and the facility goals can still be achieved when you leave behind a stable facility. It is a very key to have a strategy as such unlike if you don’t have one. It’s also good to preempt a situation of your absence how will it look like? How do you want to view a facility that you have left behind without a strategy for example, then things are going to be not so good? If you have a good strategy and you know you have identified people who are likely to take over. You feel also comfortable and it’s actually a lot weigh easier. It reduces a lot of anxiety, a lot of tension and you know people just move on because they know if it’s a gap you’ll leave, it will seamlessly be filled.’ (Respondent #11)

“I think as an individual when you’re coming into an institution, they should be a preparation for exiting. You should plan well so that you ensure that your successor will have a clear path and understand what was being done before they arrived in the facility.

And from that point of view, then, your successor will have a clear path and I think he'll discharge his tasks in a good way.” (Respondent #22)

Some respondents mentioned that the current recruitment and transfer policy did not favour the development of exit strategies. The respondents reported that managerial appointments lacked specification on managerial tenure. They also reported that arbitrary transfers in the department of health without prior information to the affected staff discouraged the managers from having exit plans.

“As a facility in charge, currently I don't know, the laid down strategies or probably the duration of which I should stay in this facility before I move. So, laying down the exit strategies becomes so hard because what happens with our county system, is that you may wake up tomorrow and get transfer communication that you have to report somewhere with immediate effect. And again, for the incoming managers, probably the outgoing manager would not be even so sure what they're giving back to the incoming manager, because we don't know the expectations or the standards put to guide you in handing over to them.” (Respondent #20)

“There's no guarantee that the managers I'm working with now are going to be here tomorrow. Because as you are aware, there is a lot of fluidity in government, where today you are here tomorrow you are elsewhere. So, the HR policies, as they look into succession planning and succession management, that is a gap in practice probably in practice because the laws may have established the policies and the guidelines. So, at times, you spend a lot of time energy, and resources to you know, train people mentor them, and place them in strategic positions where should there be a need for any transition, they can quickly swing into action and ensure that is done. However, the government system is a bit different, because transition turnover of staff is quite high.” (Respondent #32)

“Well, exiting, usually is a problem because when you're exiting, you're not informed early. You just usually find the documents telling you that apparently have been moved to another place.” (Respondent #22)

4.5.2. Lack Of Standardized Objective Job Aids for Talent Identification

Respondents reported they lacked an objective means of talent identification. The lack of a standardized approach to talent identification resulted in varied methods of talent identification. Most respondents relied on mixed methods that involve qualitative methods such as observation behaviour and interpersonal relationship between fellow colleagues and patients. Observing adherence to laid norms such as reporting time, daily routine, job engagement and commitment were also used by the respondents to identify potential managers. Quantitative aspects of analyzing health performance indicator outputs and performance targets were also used as part of the mixed method approach to identifying potential managerial recruits.

“I don't have a specific guideline. Personally, what I use as of now are monitoring and observation. Actually, I don't have a guideline, but through the observation part of it, I'm able to identify them.” (Respondent #1)

“There is no criteria or guideline for that but of course, for example for my case it has to be a medical officer.” (Respondent #3)

“We just recommended verbally ile (for example), how is this person? Then you say. There wasn't anything written. it is subjective. We've never had a written guide.” (Respondent #8)

“We need to have a more structured way, to actually pick out the potential managers. Then, even take them through the system because I know even the part of refusing is fear of the unknown. if we have a structured way of even inducting to the system, it will be okay.” (Respondent #19)

4.5.3. Methodologies for Managerial Talent Identification

4.5.3.1. Use Of Mixed Method Approach for Identification of Potential Managers

The methods that respondents used to identify for relied on varied mixed methods of identifying potential managers. The respondent reported that they normally observe the timeliness of the staff as a way of assessing managerial potential. Other methods mentioned included assessing whether the individual meets his or her performance targets, as well as his level of accountability with resources allocated to him or her. Having a sense of responsibility and good interpersonal relations with colleagues were also mentioned by some respondents. These methods would be used in

different combinations to varying degrees of emphasis by the different respondents. Out of the 32 managers, only one mentioned academic progress as a criterion for choosing a potential successor.

“Staff who works hard towards achieving a specific indicator that is one attribute that you look into. And then number two, we look into the issues of reporting time to work. Yeah, because a good manager will always keep time. So, a person who's always a latecomer cannot make a very good manager per se because you have to lead by example. Utilization of specific resources allocated to a department. An individual is able to specifically account for resources that have been allocated to that particular department and are able to document properly at the end of the day that is somebody who has very good managerial skills. (Respondent #2)

“You can identify someone how she or he does his work. Yeah, from the work. Of course, you can know this, this can be a manager, how she handles issues, maybe when you have issues around. Of course, in a hospital, you know, you can have conflicts with either patients or even staff to staff. So how this person handles issues can tell you that he or she can be a good manager. And then when you leave her behind. Let's say, you as a manager, have gone somewhere you're not on duty, for some reason or another. So, when you leave this person behind, how does she take care of the facility? Or how does she manage the facility when you are not there? So, when you go out and you come back and get maybe she has taken over things well. (Respondent #8)

“You identify candidates for managerial roles by, one, it is the speciality academic maybe somebody has progressed academically. Number two there is that sense of responsibility in a person whereby somebody is self-driven, and then there is that hard work. Somebody is hardworking. He is easier to reach and approachable. So those are some of the things you can identify and try to mentor one by deputizing or allocating roles as you assess. Yeah. (Respondent #13)

4.5.3.2. Use Of Delegation of Duties and Evaluation to Identify Potential Managers

Some respondents reported the use of delegation of duties and subsequent evaluation of performance to identify potential managers in their facilities.

“We can make you become the head of that department. Yeah, and assign you roles on what to do. So, after that, we evaluate what have you been able to achieve in this department.” (Respondent #5)

“Because things are still informal, however, the main strategy we employ, personally I do employ is delegation of duties because you find that at a management level there are activities which are overwhelming you cannot be in all of them. If it is a meeting, you delegate then after you have delegated this person who has gone, you look into it how will they just conduct themselves? Will they have to go present well and come back with a good report? another aspect we use is when there is a training targeting specific talents, you have identified an individual you put them on board and then now you can use that also to mentor.” (Respondent #11)

4.5.3.3. Use Of Performance Appraisal to Identify Potential Managers

Few respondents reported that they relied on performance appraisal to identify the best performing staff. The identified staff would then go on to be identified as potential managers for further mentorship in managerial roles.

It's seen through performance, especially in the appraisal, maybe departmental performance. You can identify that some guys are working better on this side, others on the other side. (Respondent #18)

“it's easier to pick a staff that is actually performing to the indicator through the appraisal system. Then from there, to motivate them, you even do their own job training and mentorship to bring them up to leadership.” (Respondent #20)

4.5.3.4. Observing Conduct of The Staff During Service Delivery to Identify Potential Managers

Observation of the teamwork and interaction with patients and their caretakers was used by some managers to gauge whether one had the potential to lead. The respondents felt that health being largely a service delivery industry, good interpersonal relationships played a critical role in the success of managers.

“Being a service delivery department, service delivery starts even with patient care. You can observe the way somebody interacts with even patient and their caretakers. There’s also team building, so an individual who shows a very good network with the rest. Someone who gets easily along with the rest when given a task to execute.” (Respondent #11)

Talent identification and recruitment differed depending on the level of management. For mid-level non-competitive managerial positions, some facilities had established informal norms for recruitment that involved managers who would be picked through acclamation by the hospital management committee.

“I would say that is the norm here. That is what you use, especially for the middle, middle managers. Yeah. This non-competitive, you know, appointed positions, these positions that don’t, they don’t necessarily come with any pact. Yeah. They’re not appointive positions like those established in government, meaning they come with a new salary scale and so on. So, for middle management, these are people who oversee the day-to-day running of their various, I mean, departments. So, in such scenarios, should there be a gap maybe through the resignation, retirement, death, natural attrition and so, on transference, then we are able to sit as management and quickly decide.” (Respondent #32)

4.5.3.5.Drawbacks of Using Delegation of Duties and Observation Methods

The use of observation and delegation of duties was also noted to be ineffective because sometimes it leads to putting in place managers that have no interest in the facility’s performance.

“It can backfire. Because some people might think they are the person yet, where you’re putting them, they have no interest. Whatever they are doing, that’s what they just like, they can’t do something else or some are just troublesome. They are just there to make noise. So, not all the people that are showing talent are actually talented, some are just pretending to get the promotion, once you promote them, they stop. We’ve had that experience also, somebody moved them to a certain position then they do worse, the department doesn’t perform, or it does worse than we expected. And that has been a problem of not preparing facilitation because sometimes the person who was there has left and we have no other ways we have to put someone there. Some of them are failures.” (Respondent #28)

4.5.4. Use Of Talent Management Practices For Motivation of Staff

4.5.4.1. Delegation Of Duties as A Way of Capacity Staff

The use of delegation of duties was reported by one of the respondents as a means of building skills among the subordinates. It was also reported that the method had other benefits including appreciation of the staff when the job was well done, and also building teamwork.

“I don't do all the duties alone. I do delegate so that somebody can learn. Also, as a way of appreciation to the employees. Once maybe I delegate an activity, and it's well done it's part of motivation and teamwork. “The delegation of duties to try to empower them.” (Respondent #1)

It was reported that delegation of duties largely depended on the individual characteristic of staff. It was emphasized that selective delegation of duties is important because some subordinates usually have a negative attitude towards added duties.

“But some of them they might feel like it's a burden, or maybe you're adding them a lot of work... it depends with the attitude, that's why you segregate and to analyze now, which one you will deal with.” (Respondent #17)

4.5.4.2. Use Of Recognition and Training Opportunities

The respondents reported that they usually employ praising exemplary staff during a staff meeting and prioritize training opportunities for such staff as a way of motivating staff. The managers also used such methods to encourage others to emulate the best practices demonstrated by the exemplary staff. Some respondents felt that the department could use similar strategies by identifying performing managers and sponsoring them for courses that can improve their managerial skills as a means of motivating managers. Currently, they are forced to pay for these courses.

“Those that are performing well, we can also motivate them by giving them a position like for example departmental position so that they, they can also feel that they've been recognized. And at least if you're a manager somewhere you also feel you're at least mtu amekuona mahali, you are doing good.” (Respondent #30)

“When we hold staff meetings, okay, I usually applaud them specifically by the mention of names. I can say, for example, Philip, who is really doing a good job, and you are setting a very good example of this facility. So, I think that really motivates our staff to be able to continue doing the same because he knows that is actually possible, people have to admit it, and then number two, wherever there are training, this specific person I give them first priority to go to training” (Respondent #2)

“With limited resources, it’s not very easy to motivate staff but many of the times you assign a role for example to attend a training. Some training may have incentives. This way you will achieve two things, the staff will be motivated through the activity facilitation, and the staff also will pick out key aspects of management from the training. For example, when this person comes back writes a report, and even gives feedback to the rest. That also motivates the individual to do it very well so that they get to go for such training. So, it’s a very important aspect of motivation as well as also just identifying who has some potential.” (Respondent #11)

“We send them for training. It motivates them in several ways. One, sometimes when they go, they receive certificates. That’s an upgrade for them, they feel good and sometimes there is this little money, the transport and lunch they get from those training. Apart from that, they get more experience such that when they come back, they are able to lead in that category. For example, if you send an employee to diabetes training when they come back, they are the lead mentors in diabetes care.” (Respondent #12)

“If there's any training that is been done attached to whatever role they play, that you have identified them, the talent that you have identified them, you send them for such training. You've been given that opportunity among the many. So, someone has really appreciated that you can do this good. That’s when I give them. I give you an opportunity to go and train with those who are training on the same talent. Because someone else could have done it, yes.” (Respondent #5)

“The government can say we are the employees, maybe to motivate us by taking us for these courses and be free of charge. Sometimes some of us have dependents. So ukiambiwa pay for this course, it becomes so difficult. It is good sometimes for the county government to motivate their staffs with such kind of courses.” (Respondent #9)

4.5.5. Lack of Use Of Talent Pools By The DOH For Preparation of Potential Recruits

The respondents reported that the department of health employed competitive recruitment for certain vacant managerial positions. However, the department did not have talent pools from which potential managers could capacity built to competence, and selected whenever managerial vacancies arose.

“See if there's a vacancy for any position, they do advertise with the qualifications of the people they're looking for, and they are told to apply. So, if you go and apply according to the, you're called for an interview. If you pass the recruitment process then they call for an interview. So, they can't call for an interview for those who didn't meet the merits of what was needed for them to apply. Not sure about that. Not sure about that (the use of management talent pools).” (Respondent #5)

“No, they don't. (The use of talent pools)” (Respondent #14)

“As I had indicated earlier even at the top-level management things are informal. Actually, the identification of managers is only done when the need arises, when a gap arises. What we have seen being done is when a vacancy arises it is filled informally. It is filled in a hurry and most of the time, you will even find that the wrong candidate will actually land there. In fact, it is more about who is willing to take up a leadership position, unlike saying “we feel like you are a potential successor to this position”. The department of health at the top level needs to do a lot of planning to avoid doing haphazard appointments. Other times it affects performance. If you are ambushed to take up a role you are not prepared. You are not in a talent pool. It becomes really a challenge.” (Respondent #11)

“if I may react to it, I think if our leadership basically the in charges are picked on the basis of a prior position, meaning if it was a medical officer, holding up an office, it has to be replaced by the next available medical officer, not from a training pool that has been put in place, if it's a Clinical Officer, it has to be replaced by a Clinical Officer, and not a specified person probably from the pool who qualified next.” (Respondent #20)

“I can say no because they can if they can narrow down on the mix in the Department of Health. You know, we have seen situations where someone's picked from any level, of any level facility and put in, in the office of the director. And after two months, he is dropped

because he's not performing. Now, that one is already an indicator that someone didn't do thorough research. Someone did not prepare this person in that office. And it's, you know, it's, it's running almost across.” (Respondent #21)

“No, they don't do it currently. I don't think they do it. Because if it was being done, they would have been interviews or something like that, to ensure that before they enter into a managerial position, they are sure of their talents before taking them. It should be interview-based so that they do it in a formal way. And also, before putting them in a managerial position, I think, to show that they knew or they know, this person has a certain talent, they should give them a letter, as a formal letter, for a specific managerial role. I don't think that is being carried out currently. I think it should be taken up because it assists in building up careers and also assisting in identifying what needs to be done by an individual and promoting them to do better and also to follow a career path that is of their choice according to their talent.” (Respondent #22)

“No, I don't think they recruit from talent pools. If I use myself as an example, I can easily say I had just finished my, internship, worked for one year and was just told, to report as medical superintendent, to this place. So, no one had talked to me prior to that to tell me that you know you can be given such, and this is what you should do. So, you just find yourself being selected for a position. And that's how you start. So, I think it will be better when they do that because it will have a very positive impact.” (Respondent #26)

4.5.6. Use Of Ineffective Talent Recruitment And Management Practices By The CDOH

There was a general perception by the respondents that the strategies used by the CDOH leadership were not effective in developing leadership competencies in potential managers. The respondents reported that there was no guarantee of an appointee being an effective manager under the current recruitment strategy. Reliance on the verbal appraisal of potential recruits by their immediate supervisors was mentioned as one of the problems. Such methods were subject to bias with mid-level managers fronting their cronies for appointments to managerial positions.

“This is a strategy that works in 50% of chances and in 50% of chances it does not work. So, it needs to be redefined so that now if it is a pool of potential managers, it is made aware that they are prioritized in management training. They are actually given prior

information, and they prepare to take up roles in other aspects. Also, they can even be sent to deputize. Health is a unique department as we have said. So, the strategy they are employing works half of the time and does not work half of the time and we need a strategy that works more than $\frac{3}{4}$ of the time unlike this that works half of the time. it's by chance actually if we get a good manager, so be it, if we get a bad manager we are doomed." (Respondent #11)

"So far, they are though I don't know which strategies they do use because like I will give an example of malaria coordinators I don't know the strategies they used to pick the coordinators. I just want to give that example because I don't know the criteria, they normally use for that so I don't want to go deep inside. I don't think." (Respondent #12)

"I don't know how effective it is; I wouldn't want to quantify the effectiveness but I don't think it would have been given the best as compared to if we have a system that they use to actually recruit these managers." (Respondent #20)

"Very poorly. Those put in senior management roles, then after about two to three months, they're already saying that you're not performing. So, you know, they've dropped them again. So, they pick someone else who is coming to be above them, who has been a junior. You know, it becomes even counterproductive, because this one has been in the same office, then you are picking a junior to come and take over from this, from this senior." (Respondent #21)

"It has a lot of challenges. Because, you know, when somebody has been identified, now you are leading A, B, C, D, or this department, they have no idea of what they're going to do. Most of them have to learn from maybe other places or from those people who are there. For example, somebody says, they are going to be maybe an MoH, of this place, or a Med Sup of this hospital; and you now have to learn from those people who've been there, or maybe your juniors, people who should be under you. You know, with that one, you'll never know if people will be telling you the right thing, or they're messing you up. But you know, if they had like trained you early when you are coming in, you know exactly what should be happening. Even if you get those comments from your juniors, you'll be comparing them to what you know, so that at the end of the day, everything is okay. So, mostly it has a big negative." (Respondent #26)

“Management is one thing that is very difficult and entails so many things, handling human resources and handling finances. You can imagine going to a place, you only know how to budget in your house, but now you have to budget for an institution. That is a different thing. So, if you do not have the knowledge of budgeting for an institution, where do you learn it from, when you've never been taught? You need to learn it from the people who are there and you know, you are their bosses. So, at one point, you will find some people will mess you up. So, it is always good to make sure that they do something before you are given this post.” (Respondent #9)

“They depend on information from down here. Like they say they need someone to manage a certain area they will consult someone from that area and see if there is someone you know that is passionate enough and talented enough to do that. So, the names are proposed. For example, say for CHMT, they depend on the sub-county MOHs or sub-county public health nurse to be able to identify, but for them, they don't have, I don't think they have that structured, because the problem there is that the Subcounty MOH has just somebody a lieutenant or a sycophant they can just choose them for work. So, they don't have they should have a database So that you don't ask when there is a position, you ask to before a position appears.” (Respondent #28)

“They have not been very lucky because there are some places where they have placed people and they have been forced to remove the people again in a short time. So that just teaches them a lesson that they need to plan to be able to foresee early. But these ones, that they wait for a position to appear, then you go hunting for someone to fill up a vacant position to start. It's not good practice” (Respondent #6)

“At times they are not. The strategies they are using at times are not successful because you can get maybe the issue of nepotism, and tribalism in some sub-counties whereby they just choose anybody to be in management then you end up, the person ends up not performing. So, you get that they need also to change that.” (Respondent #29)

4.6.Career Management Practices Among Public Facility Managers in Kakamega

4.5.1 Coaching as A Means of Easing Transition To Management

Respondents reported that coaching potential successors had a positive impact on building managerial competence. The transfer of knowledge and skill could help ease the transition to management. Coaching provided a means of correcting mentees while in training. It was reported that it was fair for the incumbent to coach potential successors in managerial roles.

“When you are mentoring or coaching an individual, you are trying to impart knowledge and skills that that individual didn't have previously, but you want him to embrace so that you're going to be able to improve his management skills in a particular organization. And this is important because when you're taking up duties, and you get the necessary training, you will have an easy move when you're managing an institution.” (Respondent #2)

“It's fair, and it's good to train them, because when you train them, you know, you have someone who has the capacity for the position or the role. When you train, you know, the organization development can be taken to a higher level, because we have trained him on his interests, and he's also interested in doing. The organization will benefit from this person once he takes up the role. Yes.” (Respondent #5)

“Coaching is a good practice because you're, you're working with someone there and you are seeing exactly what he's doing at that particular time and in case there's any deviation, you make corrections immediately. I think of coaching and also the delegation of some duties, and even giving them tasks and assessing on what they do on periodically really improves their morale, and it also improves on how they handle such like roles that you have given them.” (Respondent #19)

“Most people around here, have not been trained as managers. They're just given as an additional task to what they know. So, it is always important to develop these people to be good managers. So as a way of developing them, or making them have that good interest, and give you the good output, I believe it is good they be trained.” (Respondent #13)

“You can imagine remaining in the same position, doing the same, same things for one year, two years, three years? You are not learning anything new. So, if you're given an

opportunity to serve in other departments, then this one is improving. in our case here, I'm the only one. So, I cannot even talk of rotation, because I'm the only person. Now, if we had like, two, three, it will have, it would have been better. So that at a time one does this. Next time, the other one does that. And then you'll also find even other departments, the human resource, we have very few. So even doing the rotation is a little bit difficult.”
(Respondent #26)

“I think coaching is one of the proven most effective ways of, either skill identification, skills impaction, skills enhancement, skills transfer. So, yes, sometimes what you need for you to have a successor is not in-depth knowledge, that would require someone to be sent to a school now for the pre-training. What you need is to just have a coach. The beauty of coaching is that you're dealing with a real-life mentor. This is someone probably who is going through the same or has been through the same challenge, just like yourself. So, to me, that should be part of the transition cycle meaning, if you've been identified as a possible successor. Then, as part of the transition cycle, like six months before the substantive officer exits, succession planning should actually not allow for those gaps in government.” (Respondent #32)

Coaching was also mentioned as a means of averting a situation where new managers struggle because of a lack of managerial know-how or experience.

Sometimes someone who has no idea completely about management is put in a managing position and they are in limbo they do not know what to do, who to consult, and they do not know where to refer. So, if there is coaching and probably moulding of these successors, it would help a lot.” (Respondent #6)

“Coaching is a good thing. It should go in line with the talent of the individual. You should coach somebody before putting them in a position of power. They should also be monitored and evaluated if they have the needed qualification. They should be assisted to go to the next level. I think it should be done in such a way that it will minimize sending somebody who will not be profitable to the organization, to a place whereby they don't want to be there. I think the coaching should have criteria so that individuals that fulfil the criteria are chosen before they go to that position of power.” (Respondent #22)

“Very important. When we have potential successors, we watch them be able to know almost everything that is done in that office so that in case you're left you should be able to take over. Maybe they just have a few things to learn. But not the situation whereby when they go, you're seated in an office that you don't know what to do. So, coaching them is very important.” (Respondent #28)

There was a strong mention that preparation for managerial duties often occurred after one had been appointed as a manager. Some reported not being coached at all. The majority of staff were coached by senior officers who were already in the system and had more experience. Some managers reported that they had to sponsor themselves for a senior management course in an attempt to build managerial competency. There was a general perception that managers had a difficult time settling into their new appointment. There was a suggestion that standardization of managerial coaching would pass as a solution for uniformity and ease of managerial roles.

Most of the coaching was being done by my administrator because she has been in the system, but I also had an opportunity to go to do a senior management course, which I

sponsored myself, not the county. I think that also gave me a lot of confidence going forward with the issue of management.” (Respondent #3)

“Coaching opportunities were offered long, long after appointment. I didn't know what to do when I was given it. So now I have to learn it my own way. So now after, that training comes after, and you've already had a concept that it should be like this, then you're told, no, it should be like this. So now changing again, from whatever you have learned to whatever you're being said, it becomes hard. Yes.” (Respondent #5)

“Not really, I wouldn't say they were (coaching opportunities being offered prior to appointment). On-job learning would work if you get a good coach, yes and if I was coached upfront then probably, I would be able to perform better but on the job still is an option.” (Respondent #6)

“Before taking the managerial position, it was not done(mentorship) for more me. The one I said kienyeji kienyeji, that one. Someone comes and shows you do this. But most of the things you learn on the job the hard way.” (Respondent #9)

“Actually, where I used to be I didn't receive such and I was chosen as a manager I had it rough. A formal mentorship could have been easier because at least you know your duties, you know your responsibilities, you know which steps to take and what you are supposed to do.” (Respondent #12)

“Very few(mentorship), actually, a number by chance. I'll say there are those self-driven. You will have to go out of your own way to expose yourself to leadership and management. That's an aspect that also needs to be looked into. If I was exposed deliberately, we need you to look into this aspect so that at one point in time you prepare to take a managerial role. It will be a lot easy.” (Respondent #13)

“I was not offered that opportunity. Yeah. If you are being mentored or taken through induction on management then you have specific objectives to achieve and this will make you work towards achieving or taking to upscale your performance. Because you know when you were just been given a responsibility. Maybe there was a crisis and they feel you are a better person to fix the crisis, by chance you may do well. But you know you don't have the specific skills in management and that's why I feel it is wise or prudent enough if

managers are taken through or upcoming managers are taken through the induction on management as this will enable the smooth running of responsibilities of a manager.”
(Respondent #16)

“I can say learned by default. You do things as you learn. No one was, following me. So far, where are you? What have you achieved? It was, at first, it was very difficult. But as I said before, it was about now learning it from my juniors, and also consulting from my colleagues from other sub-counties, so that I can know exactly what I should do.”
(Respondent #26)

“It wasn’t that easy like for a manager. At the level of the facility where I was deployed, there were some issues to handle like finance. You get like it needs more time to be coached on how to handle finances and other things. It was unstructured (The Mentorship). I will advocate for that so that the training runs, it is standard in all the facilities. So that when you go to one facility you get like it is the same thing being done there. Also, during the transition when you are transferred to another facility, it doesn’t need to get coached on a new thing. (Respondent #29)

4.5.2. Lack Of Support Towards Career Development Strategies

There was a general perception that the CDOH lacked organized support for career development strategies. A number of respondents reported that career development depended on individual effort. It depended on whether one approached the department with a request to be capacity built. However, that too was no guarantee for such support. It was suggested that senior managers discourage people from pursuing a managerial interest in favour of clinical service delivery because of staff shortage.

“What I’ve seen happen is you’re the one who takes yourself there, you explain to them what you want. So no, they are not the ones who select you to capacity build you, no. It’s, it’s 50-50 because sometimes they don’t support everyone. Maybe, kidogo tu, and then, a few are supported, yes. But there are those protocols that must be done for you to be supported. And then when they support you, now they’ll also bond with you. I’ve never known the criteria they use, but I know there are some, who are supported.” (Respondent #5)

“I would say that career development at the county level is something that is an individual endeavour. There is no organization at the county level that would be clear cut that now this is now a process where we are developing guys who want to be managers. It’s just an individual effort that you have to either go to a management course or further your education in terms of career development as an individual.” (Respondent #6)

“I have not heard of any so far because I think even when I was coming in, I gave a proposal that for example for the managers to be afforded continuous training or occasional training for financial management but I think I have never heard of any being offered by the county since I became the medical superintendent.” (Respondent #3)

“Okay, the county department of health is grappling with staff shortage. Shortage of staff does not allow a lot of this, because you will have to leave your duties which are essential and do a management role. The county department of health would rather you just do your primary role as per the job description. They don’t take management very seriously. Management in the county department of health is something that has not been done very well. It actually needs to be defined on its own. Even the managers who turn down management, I think also it is because there are no incentives to it and people even look at it like why would I want to go struggle to be a manager at a place when there is really no benefit to it, no preparedness, no strategy. So, the shortage is one very big letdown. Because it cannot allow somebody to approach the manager, and if you make the approach the manager will look at you like this is a very strange request. So, management, career development is to be taken a little bit more seriously” (Respondent #11)

“There was once I heard of staff being taken for those training but since then I don’t know what happened. I don’t know, I can’t tell. I was even looking forward to attending one but I have never heard of that chance. In most facilities as of now, there are massive shortages such that sometimes to get that time to go for that training is normally hectic. Most employees nowadays are financially down. So, if at all the County could have provided a way at least to just pick even if they are 5, or even 30 once in a year, even 20 managers in a year to be trained on this, I don’t think that training it will be a big loss at least if they came back and gave the others the feedback.” (Respondent #12)

“I don't think so. The county is a little bit difficult. Why I say so because after being given an opportunity to be a manager, I once walked to the County, talked to my bosses and I asked them if they had any plan of sending us for a small training on management, and this is three years later. No one talked about it until we decided ourselves as those young managers to go for the training, like the one I said senior management and we had to pay for ourselves.” (Respondent #26)

Some respondents from lower-level facilities categorically reported a lack of government support for career development.

“I'm actually in level two, level two, I have not seen any career development support from the county government. I have not come across it.” (Respondent #1)

“Not sure, it can, maybe it is there. Maybe to the senior staff, in the senior offices or big offices.” (Respondent #7)

“I'll say there's no, the County government, especially Department of Health has not fully assisted its staff to have managerial skills. So, to some extent, it is like, we are doing some guesswork, which will be counterproductive with the results required by the County government.” (Respondent #21)

“I doubt it because the last time I saw the county training people was a long time ago. Or maybe those were told by our supervisors those people who were doing specialized training. But in other things like management, it is not easy.” (Respondent #29)

4.5.3. Perception of Job Rotation as Tool for Managerial Preparation Tool Among Managers

Job rotation was reported by most managers as an effective means of encouraging employee growth. It was reported that moving staff across different departments exposed staff to different challenges and inner workings of the departments. In the process, it enriched the managers' experience and ability to solve problems. Rotation was also reported that allowed the would-be managers to develop working relationships with the teams they'd be managing.

“I have actually grown. I have actually faced different challenges, different people, and different communities, so I know how to deal with things better, much better than before. Or I know how to analyze things much better than before. Because when you retain me in

the same rotation, maybe in the same department for too long, I have something called job stagnation and not expand.” (Respondent #1)

“When you rotate to able to learn new skills in specific departments that will help you grow as a manager because as a manager will not only be a manager of a department but will be a manager of an institution. So, you have to know specifically what happens in each and every department and have the necessary skills.” (Respondent #2)

“I think it’s very important because the employee is able to know how the various department within the organization work before now becoming a manager. He is able to understand like in this department, this is how they do things well, this department this is how they do things. So, it tends to improve the understanding of the organization and the understanding of incoming manager.” (Respondent #3)

“Sometimes as a manager, you need to know what is happening in each department. If job rotation is there, you are aware when you are overall in charge for example you are aware that the department is doing this and these are the indicators, and this is how they are supposed to perform. I think job rotation would help a lot as opposed to when you are sitting in a certain department, you have never moved, then all of a sudden you have to manage those other departments that you are not aware of.” (Respondent #6)

“It’s good to rotate. One has to know what is done here in this department like this and that but if you leave someone in one department, he or she will never know what goes on in other departments. She won’t even have anything to know about managerial duties. At least utajua whatever is done in which office and in which department.” (Respondent #14)

“As a manager, you have to do that, you have to allow them also to come and maybe share the platform so that they can at least support you, and also maybe eye you their best practices as shown through such rotations.” (Respondent #18)

“Rotation, to me, gives one the much-needed exposure, and it allows you to meet different teams, it allows you to meet different people, it actually makes you become less dependent, you can imagine having been in the same facility, you’ve gotten used to each and every team member. You have even naturally adopted a culture that suits you amongst that team.

So, if you are shifted or moved from that team to another team, it will make you wake up because you see now, you're meeting different people, and the expectations of you may be slightly different, they may be more vocal, more judgmental than the other team and definitely, you will have to upscale in terms of, you know, your management habits and so on. So, I still believe, if properly coordinated even these so-called jobs called, you know, being facility managers, they can be done on a rotational basis.” (Respondent #32)

Respondents in level four facilities reported that the policy directive that managers needed to be picked from a pool of medical officers. This presented a challenge because the officer being mentored to take up managerial duties could not rotate in the departments for example Laboratory and Pharmacy among others. Some elected to mentor potential managers by ensuring that they participate in the different hospital subcommittees. While acknowledging that job rotation could help in identifying employee strengths, another challenge that was raised was the fact that it may not be possible for full rotation in certain departments. Minor delegation of duties could help to some extent but cannot fully compensate for the lack of full-time engagement in those departments. The other issue that was raised was that some managerial responsibilities, though crucial, could not be delegated because they are sensitive for example management of finances.

“It depends it is difficult in the health set up because now when you have like a doctor you can’t say this doctor is going to the lab and rotate unless maybe it’s in between for example the committee that we have maybe there is one doctor leading the therapeutical committee then the next time you can take him to the disaster preparedness committee and next time you can take him to a different committee but now like within the department hospital coz in the hospital various departments have very specific roles.” (Respondent #3)

“That’s a good thing. Only that it also has to be structured in the sense that leadership positions also have competing interests. Their areas cannot be rotated but you can have people under that area to do a few things. It’s a good tool that will have its own challenges but it can actually help us in identifying strength in people.” (Respondent #11)

“With the current staffing norms that we have, I don’t think it would be practical, especially for the facility where I work here because there are certain responsibilities that are too

specific to the in charge or probably the administrator of the hospital that cannot be delegated to them.” (Respondent #20)

4.5.4. Use of Performance Appraisal System by Manager to Discuss Career Progression

There was a mixed response with respect to the methods the managers use for discussion of career progression with their subordinates. Some respondents reported that the county government had a performance appraisal system. Those managers utilized the opportunity provided during performance appraisal of the subordinates to discuss career progression. This approach was formal because the appraisal tool provided for that discussion.

“We do it during the performance appraisal. Yeah, we do it during performance appraisal of which I say, we analyze, we do discuss it but it's also some individualization.” (Respondent #1)

“Yes, mostly we usually discuss at the beginning of the financial year when they are filling their appraisal forms. We discuss with them what plans you have for your career this year. It yields much because at least they give us an opportunity to know this particular stuff wants to go and study this and this his will take this duration.”

“Every time we discuss career development simply because one it is in line with the improving the performance.” (Respondent #12)

“Yeah, even on appraisal. We do that and also just encouraging them on a personal level and at a facility level.” (Respondent #18)

“Yes, we do, especially during the appraisal periods. We usually have appraisal follow-ups, quarterly, and then annual. So probably during the annual, whatever, appraisal writing, as a manager, you may have an opportunity to discuss career development.” (Respondent #20)

Other respondents reported that the discussion is usually informal and unstructured leveraging interpersonal relationships with the aim of getting their subordinates to start thinking about progressing their careers. Because of the informal nature of the discussion, the outcome of such discussions depended on the interest of the subordinate staff. The lack of active county sponsorship was mentioned as one of the reasons for the informal nature of career development discussions.

“Not formal maybe just discussing as colleagues, maybe, but not something for more that we sit down, say do this and this.” (Respondent #9)

“It's not structured. Yeah. As you talk with your colleagues, not any way that you have structured it, that you teach them how to do it. But you only inform them there is a need to take your career to another level. But there's no structure that we follow, ni ile tu informal as you're talking as, with your colleagues.” (Respondent #5)

“Right now, there is no sponsorship or there is no mandatory schooling that is done by the county. So, it is an individual effort where you just have to encourage the people under you that it's important for you to move in this direction in your career. So, at the end of the day, you may not really make any positive impact if the people under you are not interested in developing their career.” (Respondent #6)

“We rarely discuss that. Or unless you've just somebody brings a topic on it, it's not an official discussion. But if somebody has to begin a topic in a certain area where he is willing to, to progress career-wise, and we can brainstorm me, and discuss.” (Respondent #30)

4.5.5. Motivation of Staff and Performance Preparedness as effects of Career Development

Career development was noted to have the impact of giving focus and motivation to achieve management goals. Training to acquire knowledge was mentioned among the benefits of career development. Through training that comes with career development, the managers become knowledgeable and competent. Support for career development was reported with managers supporting staff that presents such interests.

“I think it t assists in a way, for the manager to achieve what he needs. If they are strengthening. They are putting themselves on a certain career path according to the vision, the aims, and the goals of the management, I think it can assist them to achieve what they want in an institution. And it's an important aspect for them to have that thing because it will motivate them to work hard or to work in a certain purpose.” (Respondent #22)

“There is that motivation, and of course, with the motivation, of course, there is the improvement of performance, so with the improvement of performance and of course the indicators will come up I think, that is one of the best impacts.” (Respondent #21)

“To be a manager, you have to be knowledgeable. So, career development involves training. So, if you have been trained enough to, to enter that managerial position, you are good to go.” (Respondent #19)

“Once they start to have that initiative to develop their career the benefit is on the institution. The career progression if it happens well that skill and performance impact positively on the institution and the indicators will improve. Definitely, the indicators will improve for me. The overall performance of the facility increases. If somebody requests me it means they are passionate, and they are bold enough. It means, they have more skill in that region than in this other part. So, it is good to try them so that I see if they can actually do the best work there. So, we usually try to rotate them so that they have knowledge all around but if you can see somebody doing very good work or they feel they can do better there it's good to try and see as you supervise.” (Respondent #28)

4.5.6. Lack Of Confidence by Managers on Continuity of Performance When They Exit

While the majority of respondents reported that the operation would continue, they were unsure about the level of performance. Lack of control over the choice of the successor was mentioned among the reasons for the uncertainty about the level of performance. The lack of formal structures for SP&M was mentioned as a concern for managers that had no faith that their facilities would continue performing well. There was a preference by the respondents to leave behind well-mentored subordinates if they were to leave office.

“Yes, there would be continuity of services even though I do not know to what level. But my desire is that by the time I have to exit a facility as an in charge, I would have been able to probably mentor, and empower a few people under me probably departmental in charges so that they can be able to run their departments smoothly even when I am not there.” (Respondent #6)

“I can say 50 50 because it depends on the individual coming up.” (Respondent #19)

“The facility will continue operating because I don’t work alone, first of all, we work as a team, so when I am not there the other activities are still going on so even if I leave the facility, the one coming in will collaborate with the other staffs who are here, who are very supportive, they will just work. If they may get another manager maybe who is very, what can I say, controversial, then I don’t know.” (Respondent #2)

“I am not confident things are going to be the same because for one even the board as we have said that the county department, you know how you enter in most of the cases determines how you exit. If you enter on a good platform and you know like the mentorship is very well you are likely also to leave when it’s well done. Things should not be left on an individual basis of course. I will not wish to exit and leave a place that will go down. You will wish for things at minimum to be maintained to a level that you have done so that they can only be improved. So, I am a worried person if I exit and I know that there are no structures. The structures for succession planning need to be put in place so that things are very clear. Even when you come in and you are taking up a role, it is such that it is on a platform of very good mentorship. You settle in when your predecessor also has exited in a formal way and not in an informal way.” (Respondent #11)

“I'm not, I'm sure. I've seen facilities going down because someone has been brought, before preparation. Indicators have gone down. No prior development, no prior coaching. You see, someone just picked, and even it has even reached some levels where someone's picked and then they decline.” (Respondent #13)

“There will be a problem, I know that. Why? I'm saying that because so far, I have worked here for three years Okay, I have been alone, for most of this time, and yes, I have talked to my colleagues, but as you know the structure does not allow, maybe MoH Medical Superintendent to be a person of the lower level, maybe less than a, than a doctor. Do you see that? Do I have another person I'm mentoring? No.” (Respondent #26)

“I'm not confident that the institution would maintain the same level of performance. Okay, personally, I remember when I was brought here, some years back, we were doing, the institution was doing relatively poorly. I think if the appointing, or the posting authority doesn't have a good plan in place, then some of the gains that we have achieved in the last year, few years, may actually be eroded if they don't have a good succession plan.”. (Respondent #27)

CHAPTER FIVE

DISCUSSION CONCLUSION AND RECOMMENDATIONS

5.1.. Introduction

This section of the study presents a discussion of the findings, conclusion, and recommendations. The chapter also has limitations and possible areas for further research with respect to the practice of Succession Planning and Management. The discussion was based on the research objectives.

5.2.Discussion of the Findings

The study sought to assess succession planning practices among managers of public health facilities in Kakamega County. This section discusses the findings of the study as per the research questions. The following were the research questions; How does the institutionalization of succession management strategies affect the performance of public healthcare facility managers in Kakamega County? Do talent management strategies among public healthcare facility managers promote facility performance? How do career management strategies affect public healthcare facility managers?

5.2.1. To Assess The Level Of Institutionalization Of Succession Planning Strategies Of Public Health Facility Managers.

The study sought to assess the institutionalization of succession planning and management strategies among public health facility managers. The findings established that managers understood that succession planning and management involved preparation for management change over in a way that allows for continuity of performance of institutions. The managers noted that succession planning and management could help the incoming managers to transition from clinical services to managerial duties with ease. However, the managers did not use the SP&M Policy to guide their succession planning practices. A study by Dem, R, Et al, (2018) revealed that high verbal awareness of succession planning and management did not translate to practice. The result was appointments being made to managerial positions that ended up with underprepared managers leading public health facilities in Kakamega County.

Bob Hudson, (2019) noted that factors that influenced public policy implementation were complex, multifaceted, and multileveled. The study was able to establish some of the issues that resulted in implementation failure. First, there was a low level of awareness about the Succession Planning and Management Policy among the respondents. This was attributed to the lack of downward cascade of the policy by the county department of health human resource office. There was a general feeling that the CDOH lacked commitment to the implementation of the policy. The research findings were consistent with Muthini, M.A. (2019) that found there was a lack of commitment to implementing succession planning in civil service. The CDOH also prioritized the sensitization of service delivery policy over human resource management policies.

Ineffective recruitment practices were included among the reasons for having underprepared appointees in management positions. There were occasions whereby the managers found themselves posted to managerial positions without ever applying for the vacancies. This sometimes led to the recruitment of managers that had no interest in the management of the institutions. Sun, L.N. (2015) established that effective recruitment is a complex process that is faced with multiple challenges. Shortage of viable candidates, high turnover rates and mismatch between talents and vacancies were mentioned among the challenges. Having a human resource plan, a recruitment plan and a recruitment feedback system were mentioned as part of the solutions to ineffective recruitment. The study also established that the induction process of the managers to managerial roles lacked clarity. In some cases, there were no inductions. Transition to management was an acute event where one found himself on a posting order, and they were supposed to proceed to report to the new stations as managers. Due to the stated reasons, the common practice was learning on the job. For the lower-level facilities, they had to learn through consultation with their colleagues and also from their immediate supervisors. Hospital managers on the other had learned from their peers and also from experienced subordinate staff.

The study also identified that lack of organization-wide consideration by the senior leadership when making managerial change decisions also affected facilities negatively. Some transfers were made without consulting the facility managers. This resulted in some succession mentees being transferred to other facilities without the mentors' prior knowledge. On some occasions, whenever a change at county level management occurred, the new manager instigated a change across the department without consideration about the impact across facilities. There was a lack of

consideration of the succession planning practices at lower levels of management when such a decision was being made.

The different institutions had different dynamics in terms of organizational behaviour and culture. Because of this, there was an acknowledgement for the policy developers to assess organizational culture during policy development. This would allow them to develop policy that addresses the needs of different institutions as well as the creation of awareness for the policies. This would make it easy for the managers to domesticate the policy, as well as implement it during role out.

The overall impact of succession planning practices as identified by the respondents included faster transition between managers because the incoming manager would take less time to settle in the new position. SP&M had the effect of preparing the incoming manager psychologically about expectations and duties required of him or her. This would reduce the culture shock that comes with a change of duties, especially when one is underprepared for the change. Awareness of managerial duties and role preparedness were observed to have positive results. Finally, the current practice hampered effective performance and health indicator follow-up because the managers took up the office without knowing the terms of the office. This made them vulnerable because they could easily be misled by their subordinates. A properly executed succession plan could avert the such situation.

5.2.2. To Evaluate Talent Management Practices Employed by Public Healthcare Facility Managers.

The main motivating factor that drove most respondents toward preparing for their exit was the inevitability of change. A manager's decision to leave an organization is dependent on them knowing what they want and certainty about the next step (McDonald, Patricia J., 2011). This was not reflective of the manager's thoughts because from the responses they couldn't tell when they were to leave. In most cases, the decision was not theirs to make. The lack of tenure at the time of appointment and impromptu changes in the CDOH had managers open to such exit. They preferred to have exit strategies in order not to leave a gap when changes are made to take them out of the office. Preparing for exit also helped managers to accept such changes without anxiety or stress resulting from having to step down. However, the arbitrary nature of the changes and lack of defined tenures discouraged some managers from developing exit plans during their terms in office.

Identification of line managers for effective succession planning needed to be objective, with equal opportunities afforded to everyone (Mehrtak, M., et al, 2014). The research was able to establish that the CDOH lacked gap analysis tools, skills audit tools, administrative aids, guidelines and job aids that would enable managers to identify managerial talents. Talent identification was left at the discretion of each manager. The methods varied in practice. However, the majority of the managers used mixed methods to identify those with managerial potential. Some of the observational methods included monitoring interpersonal relationships, punctuality, work ethic and conduct of staff. Evaluating performance after a delegation of duty was also used by some managers to identify potential recruits. Quantitative parameters used included reviewing performance targets and financial accountability. Some managers took advantage of the appraisal system to assess potential candidates depending on their interests and performance. Methodologies differed between levels of management with non-competitive vacancies sometimes being filled by acclamation during Hospital Management Committee sittings. Of note is that only one respondent reported using academic qualification as a criterion in her talent identification practice. Skills audit that involved formal assessments combined with observations methods in real-life situations and experiences like the ones employed by the respondents could be combined greater effect on talent identification and recognition of competence (European Commission et al., 2019)

The managers were aware that talent management practices could be used as means of motivating staff. Commonly used practices were the delegation of duties, verbal recognition of excellence and affording training opportunities for performing staff in order to motivate them to continue with exemplary performance as he or she builds competence towards the task at hand. The use of a talent pool can be employed to ensure there is a continuous talent pipeline within an organization if there is an effective talent management framework (Jooss et al., 2019). The finding of the study established that the CDOH did not have talent pools from which managers could be developed and picked for managerial vacancies. The current practice for the identification and recruitment of line managers involved seeking recommendations and making a judgement based on the feedback given. Such methods could be open to biased toward current high performers (Hirsh 2000). Respondents questioned such methodologies with examples of managers that were picked using such methods but ended up failing in the new duties. Relying on verbal appraisal for identifying

managers opened up an opportunity for biased appointments. There was a general perception that the strategies used by the senior leadership in the CDOH to recruit managers were not effective.

5.2.3. To Determine The Career Management Strategies Among Public Healthcare Managers

The study also sought to explore some of the career development practices among public facility managers in Kakamega County. In an attempt to establish the manager's perception of coaching as one of the tools for capacity building, there was a wide acknowledgement that the practice could ease the transition to management. Being a tool for skills and knowledge transfer, coaching provided an avenue for correcting mentees while in training. Incumbent managers were encouraged to coach potential recruits on managerial roles to avert situations where incoming managers struggle because of a lack of know-how. Farthing K. (2013) encourages the use of coaching and mentorship as the first and most effective options for capacity building. While exposure to coaching was positively linked to technical and non-technical know-how, the majority of the managers reported that coaching opportunities came after they had transitioned to management duties. The respondent had a difficult time settling into their new roles, implying that the CDOH ought to take a keen interest to ensure that managerial recruits have been capacity built before the appointment. The majority lamented that they had to sponsor themselves for professional development courses in line with their new duties. There was a suggestion that the CDOH should take up such training responsibilities as a way of motivating the managers, as well as capacity building them for managerial duties.

Support for career development was individualized, and it depended on how aggressive the individual was. However, even among those who were aggressive, support was not guaranteed. Some respondents reported that support depended on protocols the human resource department followed. Some reported that the lack of support was caused by the shortage of staff in the department. The department preferred to support those who wished to advance in clinical service delivery compared to those who preferred to advance in management. The majority of respondents from level 2 facilities had a perception that career development opportunities were reserved for the larger facilities. There was a perception of a lack of support for career development strategies among the respondents.

The use of Job rotation was widely accepted by the respondents as an important tool for growth. The respondents felt that rotating would expose the trainee to the inner working of the different departments. This was in keeping with Baartvedt, N. (2013) on the value of job rotation in increasing understanding of colleagues' work and the value of one's original job. It allowed the managers to get a global appreciation of the organization's inner workings. Job rotation also allowed for the would-be manager to develop working relationships with other staff and teams within the organization. A challenge noted by respondents from level four facilities was that the top-most managerial jobs were reserved for medical officers. Level 4 facilities have different departments. A medical officer cannot rotate in some of the non-clinical departments like pharmacy and laboratory. Another challenge noted was that some responsibilities like financial management could not be delegated.

In terms of career progression, some managers utilized a formal approach through the performance appraisal system while others employed informal discussions. The county government required all supervisors to formally appraise all subordinate staff. Some managers used the opportunity provided by the appraisal system to discuss issues of career progression with their subordinates. Murerwa, G., Tabitha, (2017) opines that an active role played by managers in performance appraisal translates into an active role in career development. Managers are, therefore, encouraged to play active roles in performance appraisal. The other group of managers leveraged interpersonal relations to have friendly discussions with their subordinates on career progression. The outcome of such discussions depended on the interests of the subordinate. Lack of support for career progression was mentioned as a reason why the managers preferred informal engagement on such matters.

Career development had a positive impact on the organization in terms of attaining organizational goals, and performance indicators. It can also be used to identify those with an interest in management because they would show interest. It was also noted to have the effect of motivating the subordinate to work hard. Through training and mentorship opportunities, the subordinates would learn more, as well as improve their skill. Career development gives clarity of direction to employees enabling them to meet their aspirations and expectations (Nami

Nasution, et al, 2018). This enables them to get motivated for their best performance. Eventually, it translates to organizational performance.

Because of the current succession planning practices, the respondents were not sure whether their facilities would continue performing well when they exit. The issues raised by them to explain the uncertainty included the limited ability to influence the choice of successor. The lack of formal structures to guide succession planning in the county was also mentioned as a reason for the scepticism. It was their wish that they leave behind well-mentored subordinates if they were to leave office.

5.3.Conclusion

The study sought to assess succession planning practices among public health facility managers in Kakamega County. The major findings indicated that managers had positive perceptions of institutionalization of succession planning, talent management and career development. They thought the three could improve managerial preparedness and performance, thereby guaranteeing continuity of performance.

While awareness about the positive impact of succession planning was high, the practices for the same differed on the ground. The majority of the managers did not know that the government had a policy document on SP&M. Lack of sensitization and the downward cascade of the policy were attributed to the low level of awareness. Ineffective managerial recruitment practice, lack of organization-wide consideration of the impact of managerial change decisions, and improper induction on managerial roles and responsibilities resulted in managers who were ill-prepared for managerial responsibilities. Succession planning and management could help avert the situation, and reduce the change of duties shock.

Standardization of talent management practices to include formal and observational techniques was important in the acquisition of the right managerial talents. Talent management practices could be put to other uses including the motivation of employees to perform. The department was noted not to use talent pools to develop competent managers. Respondents discouraged the use of verbal appraisal alone for filling managerial vacancies because the process was open to bias. Coaching

and mentorship were encouraged to be used for building managerial competencies. However, the two came later after appointments had been made.

There was a perception of a lack of support for managerial career development. Appointed managers had to sponsor themselves for professional development courses in order to build their managerial competencies. Job rotation is widely acknowledged to be effective in getting organization-wide experience. There was a general perception that the CDOH did not support the institutionalization of succession planning policy, talent management and career development strategies. This was in contrast to the acknowledgement by the managers that the three could help improve the performance of the organization.

5.4. Recommendations

The analysis of the interview identified that the succession planning and management policy had not been adopted and institutionalized by the CDOH. As such there was no uniformity in the practice of succession planning among the facility managers. The CDOH should therefore take the lead in institutionalizing succession planning and management policy to standardize the practice in public health facilities. The management should integrate succession planning and management across different levels of management throughout the organization. This will allow for responsibility preparedness, and motivation of interested employees, and also act as a catalyst for continuity of performance.

The County Department of Health should explore standardization of talent management practices across the county. The introduction of talent audit tools combined with observational methods that are currently in use could help identify the right talents for managerial positions. The government should also scale up the use of talent management practices to motivate staff for better performance.

There was a broad perception that the department did not support career development when it came to management. Cost-effective methods of capacity building such as job rotation and on-job mentorship could help reverse such perceptions. The department should look at the managerial aspect of health as a career line the department. Doing so can encourage the department to allocate

resources toward supporting those who wish to pursue management careers in the department. Support can come in the form of sponsorship for management training or shadowing experienced officers. Mechanisms that build managerial competencies should be placed to ensure that inexperienced staff do not find themselves in managerial positions.

5.5. Suggestions for Further Studies

Future researchers are recommended to undertake the assessment on succession planning and pay key attention to the development of succession planning strategies in complex health facilities like level 5 and 6 hospitals. The study was general on public health facilities future scholars should narrow down on specific aspects of health care management. For example, future scholars may evaluate succession planning and the performance of departments within the hospital. By discovering unique aspects of specific sectors, future leaders will be groomed, mentored and coached on how to address specific challenges. In the future scholars may deploy quantitative research design, and fit models and examine the contribution effect of each aspect that may affect succession planning in public health facilities. The perceptions and experiences shared by the study are largely by those in mid-level to junior managers within the health systems. A study focusing on the perceptions of senior managers in the department of health could help zero in on the challenges they face that make them unable to cascade down important government policies.

5.6. Limitation of the Study

The finding of this research study cannot be generalized with it being a qualitative study. The findings only apply to the set-up of Kakamega County.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER



31st January 2020

To whom it may concern,

Dear Sir/Madam

RE: FACILITATION OF RESEARCH — FELIX OCHOLA

This letter introduces Felix Ochola, admission number MBA HCM/110440/2018 who is an MBA in Healthcare Management (MBA HCM) student at Strathmore University Business School (SBS).

As part of our SBS MBA HCM Master's Program, Felix is expected to do applied research and undertake a project. The study is a partial fulfilment of the requirements of the Master of Business Administration. He would like to request appropriate data from your organization to help him finalize his research.

Felix is undertaking a research project on Succession Planning Practices Among Public Healthcare Facility Managers: A Case Study of Kakamega County. The information obtained from your organization shall be treated confidentially and shall be used for academic purposes only.

Our MBA seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct usefulness to the industry. We would be glad to share our findings with you after the study, and we trust that you will find them of great interest, if not of practical value to your organization.

Any assistance you can provide to her will be greatly appreciated, and we shall be willing to give any further information required.

Yours faithfully,

A handwritten signature in black ink, appearing to read "Veronica Muniu".

Veronica Muniu

Program Manager

APPENDIX II: INFORMATION AND CONSENT FORM

Felix Samuel Onyango Ochola
Strathmore Business School (SBS)
School of Healthcare Management
Box 59857 – 00200
Nairobi

Dear Respondent

I am a student doing a Master's in Business Administration in Healthcare Management degree at Strathmore University. I am conducting a study on succession planning practices among public healthcare facility managers: a case study of Kakamega county. This is in partial fulfilment for the award of the master's degree.

The study aims to generate knowledge about succession planning practices in the County Department of Health in Kakamega County at the facility management level. The knowledge can be used to strengthen succession management, managerial competence, and facility performance. Participation in this study is voluntary. There are no monetary benefits from participation in the study. If you do agree to participate, the researcher will interview you using an interview guide. The researcher will avail the copy of the interview guide upon request before the interview begins if you so wish to familiarize yourself with the question.

Kakamega County department of health has been selected for the study. The respondents will be managers of 32 selected facilities (levels 5 to 2). If you understand the aim of the research, and you are willing to participate in the study, the researcher will ask you to sign the consent form. The interview is expected to take 60 minutes.

Participating in the study will not harm you in any way. You are at liberty to decline to participate at any time without giving any reasons. You will not be victimized in any way should you opt not to participate in the study. The information you provide during the interview will be treated as confidential. It will not be used in any way without your permission. All records from the interview will be kept in a locked cabinet. The transcribed information will be encrypted and securely held in a password-protected laptop.

If you have further questions, you can contact me, Felix Samuel Onyango Ochola, by email at felix.ochola@stratmore.edu, or by phone at +254723228571. You can also contact my supervisor,

Dr Joseph Onyango, at Strathmore Business School, Nairobi, or by email at jonyango@strathmore.edu.

If you want independent information about this research, please contact The Secretary – Strathmore University Institutional Ethics Review Board, P. O. BOX 59857, 00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034 375.

Participants Section

I, _____, have been had the research explained to me. I am aware that participation is voluntary. I am at liberty to opt-out of the interview at will. I understand that checking the first option below consents to participation in the study. The second option makes me decline to participate in the study. The option I choose will be made freely, without coercion.

I **AGREE** to participate in the study ☐

I **DO NOT AGREE** to participate in this study. ☐

I, _____, having agreed to participate in the study, I am aware checking the options below gives or denies the researcher permission to use the content from the interview for future analysis.

I **AGREE** to have my interview content used for future data analysis. ☐

I **DO NOT AGREE** with having my interview content used for future data analysis. ☐

Participant's Name: _____

Participants Signature: _____

Date: _____

SBS ETHICAL APPROVAL



Strathmore
UNIVERSITY

21st July 2020

Dr Ochola, Felix
ocholavico@gmail.com

Dear Dr Ochola,

**RE: Succession Planning Practices Among Public Healthcare Facility
Managers: A Case Study of Kakamega County**


This is to inform you that SU-IERC has reviewed and **approved** your above research proposal. Your application approval number is **SU-IERC0847/20**. The approval period is **21st July 2020 to 20th July 2021**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-IERC.
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-IERC within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-IERC within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-IERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,







for: Dr Virginia Gichuru,
Secretary; SU-IERC

Cc: Prof Fred Were,
Chairperson; SU-IERC



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Email info@strathmore.edu www.strathmore.edu

NACOSTI RESEARCH LICENCE

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 601929	Date of Issue: 30/July/2020
RESEARCH LICENSE	
	
This is to Certify that Dr.. Ochola Samuel Onyango Felix of Strathmore University, has been licensed to conduct research in Kakamega on the topic: SUCCESSION PLANNING PRACTICES AMONG PUBLIC HEALTHCARE FACILITY MANAGERS: A CASE STUDY OF KAKAMEGA COUNTY for the period ending : 30/July/2021.	
License No: NACOSTI/P/20/5933	
601929	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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APPENDIX III: INTERVIEW GUIDE

Section 1: Biodata

1. Age

21 – 25 ()

26 – 30 ()

31 – 35 ()

36 – 40 ()

41 – 45 ()

45 - 50 ()

>50 ()

2. Gender

Male ()

Female ()

3. Level of Education

Diploma ()

Degree ()

Post-graduate Diploma ()

Masters ()

4. Number of years served as a facility in charge

>0 - 4 ()

>4 – 9 ()

>9 ()

Section 2: Institutionalization of succession planning

5. What are the interviewee's thoughts on succession planning and management?

6. Is the interviewee aware that the government has a policy document on succession planning and management?

7. Does the CDOH human resource office take the lead in the sensitization of the management inductees on succession planning and management?

8. What are the interviewee's thoughts on succession planning practices on role preparedness and indicator performance?

9. What are the interviewee's thoughts on assessing the organizational culture for cooperation while implementing succession management practices?

10. What are the interviewee's thoughts on the need for succession planning and practices on facilitating smooth management transition and continuity?

11. What are the interviewee's thoughts on the clarity of succession management practices?

12. What are the interviewees' thoughts on the commitment to implementing the succession plan practices by both the facility manager and his supervisors?

13. What are the effects of effective succession plan execution on role preparedness and attaining indicator targets?

Section 3: Talent management

14. What are the interviewee's thoughts on facility managers having exit strategies?

15. How does the facility manager identify and mentor potential candidates for management roles?

16. Does the facility employ talent management practices to get employees motivated to perform for the organization?

17. Does the senior management discuss and actively recruit, (create a talent pool), and manage talented individuals for specific purposes of leadership preparedness, including indicator understanding, and follow-up?

18. If yes, how successful are such strategies in the development of leadership competencies that can guarantee performance continuity?

Section 4: Career Development

19. What are the interviewees' thoughts on coaching potential successors as a means of developing the managerial and technical capacity of potential successors?

20. Were the same opportunities offered to the interviewee before or immediately after taking up managerial responsibility?

21. Does the CDOH support Career Development strategies through systematic identification of high potential employees, and capacity building them?

22. How does the interviewee perceive Job Rotation, including managerial roles, as a tool of skills transfer that ensures employee growth in preparation for senior positions?

23. Does the manager get time to discuss career progression with the employee he or she/ he supervises?

24. What are some of the impacts of career development strategies on management roles preparedness, and continuous attainment of health indicator targets?

25. How confident is the interviewee in performance preparedness in the event he or she has to exit the facility suddenly?
