

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

"The Current State of Succession Planning in Major Non-Governmental Organizations (NGOs) in the Gaza Strip"

أقر بأن ما اشتملت عليه هذه الرسالة إنما هي نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه حيثما ورد، وإن هذه الرسالة ككل، أو أي جزء منها لم يقدم من قبل لنيل درجة أو لقب علمي أو بحثي لدى أية مؤسسة تعليمية أو بحثية أخرى.

DECLARATION

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

اسم الطالب : هبة عطية أبو جربوع

التوقيع : هبة أبو جربوع

التاريخ :

Date :

Islamic University - Gaza
Dean of Postgraduate Studies
Faculty of Commerce
Business Administration



The Current State of Succession Planning in Major Non-Governmental Organizations (NGOs) in the Gaza Strip

واقع تخطيط الإحلال والتعاقب الوظيفي في المنظمات غير الحكومية الرئيسية في قطاع غزة

Submitted by

Heba Ateya Abu Jarbou

Supervised by

Dr. Sami Ali Abu Al-Ross

A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of Master
in Business Administration

1434/ 2013



نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة الدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ هبة عطية أحمد أبوجربوع لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

The Current State of Succession Planning in Major Non-Governmental Organizations (NGOs) in the Gaza Strip

وبعد المناقشة التي تمت اليوم الثلاثاء 25 ذي القعدة 1434هـ، الموافق 2013/10/01م الساعة الثانية عشرة ظهراً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

.....
.....
.....

د. سامي علي أبو الروس مشرفاً ورئيساً
د. أكرم إسماعيل سمور مناقشاً داخلياً
د. جلال إسماعيل شببات مناقشاً خارجياً

وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية التجارة/قسم إدارة الأعمال.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي والدراسات العليا

د. فؤاد علي العاجز
٢٠١٣
١٠/١٠/٢٠١٣



﴿قَالُوا سُبْحَانَكَ لَا عِلْمَ لَنَا إِلَّا مَا عَلَّمْتَنَا إِنَّكَ

أَنْتَ الْعَلِيمُ الْحَكِيمُ﴾

سورة البقرة- آية 32

Dedication

I dedicate this thesis to my beloved family and friends for their continuous prayers and support that was able to guide me all the way to the end of my research work journey.

Acknowledgment

I thank Allah, first and foremost, for helping me to complete this study, in the hope that Allah allows me to benefit my fellow scholars and researchers.

If words are considered to be signs of gratitude then let these words convey my sincere gratitude to my supervisor, **Dr. Sami Abu Al-Ross**, for his unfailing patience, impeccable professionalism and for providing me with the necessary information, valuable suggestions and comments on bringing this thesis to fruition in the best way possible.

I also send out a thank you to the discussion committee; Dr. Jalal Shabat and Dr. Akram Sammour, for their acceptance to discuss my thesis and for their valuable feedback.

Thank you to my Mum, Dad, sisters and brothers, who have supported me spiritually, emotionally and financially, and who have always believed in me and encouraged me. Your unwavering faith has helped me more than you will ever know.

I wish to express my gratitude to the panel of experts for validating my questionnaire.

I also thank all those working in non-governmental organizations for their help and interest in filling in the questionnaires.

I would be remiss if I did not acknowledge the tremendous support from Dr. Abdallah Abu Jarbou, Wafaa Bajbier and Najlaa Al-Harbi.

A special thanks to Kefah for being my best friend and cheerleader.

Finally, I extend my highest gratitude and appreciation to all those who have helped me in the completion of this research; Dr. Khitam Abu Hamad who encouraged me from the beginning, Dr. Ahmed Fawzy for providing generous advices, Mr. Kanwar, Mr. David Westman and Mr. Howard Aison for participating in editing this study and providing me with resources related to the subject of this study, Kanan for his generous help with the questionnaire and Samar and Suheir for their help in distributing and collecting part of the questionnaires.

Table of Content

Subject	Page
Quran	I
Dedication	II
Acknowledgment	III
Table of Content	IV
List of Tables	VI
List of Figures	VII
Appendixes	VII
Abstract in English	VIII
Abstract in Arabic	IX
Chapter One: The General Framework	1
Introduction	2
Problem Statement	3
Study Hypotheses	4
Study Variables	4
Objectives of the Study	5
Importance of the Study	5
Chapter Two: Literature Review	7
Section One: Human Resource Management	8
Introduction	8
Definition of Human Resources Management	8
Characteristics of HRM	10
Objectives of HRM	10
Functions of HRM	11
Interrelationship between HRM Functions	15
Section Two: Succession Planning	16
Introduction	16
Definition and Evolution of Succession Planning	16
Distinguishing Succession Planning & Management from Replacement Planning	18
Scope of Succession Planning	20
Importance of Succession Planning	21
Integration of Succession Planning with Processes	23
Challenges of Succession Planning	26
Models of Succession Planning	27
Developmental Strategies of Succession Planning	36
Section Three: Non-Governmental Organizations (NGOs)	39
Introduction	39
Definition of NGO	39
Evolution of Palestinian NGOs	40
Classification of Palestinian NGOs	42
Role of Palestinian NGOs	42
Limitations and Pitfalls of NGOs	44
Chapter Three: Previous Studies	46
Introduction	47
Palestinian Studies	47

Arabic Studies	51
International Studies	54
Comments on Previous Studies	71
Chapter Four: The Practical Framework	74
Section One: Methodology and Procedures	75
Introduction	75
Research Methodology	75
Research Population	75
Research Sample	75
Methods of Data Collection	76
Questionnaire Design and Content	77
Section Two: Testing Research Tool	78
Introduction	78
Data Measurement	78
Test of Normality for Each Field	78
Statistical Analysis Tools	78
Validity of Questionnaire	79
External Validity of the Questionnaire	79
Internal Validity of the Questionnaire	79
Structural Validity of the Questionnaire	83
Reliability of the Research	84
Section Three: Analysis of Sample Characteristics	85
Introduction	85
Analysis of Personal Characteristics	85
Analysis of Organizational Characteristics	88
Section Four: Data Analysis and Hypotheses Testing	90
Introduction	90
Analysis of Each Field	90
Hypotheses Testing	100
Chapter Five: Findings and Recommendations	111
Introduction	112
Study Findings	112
Study Recommendations	114
Future Studies	115
References	117
Appendixes	124

List of Tables

No.	Table Title	Page No.
1	Classification of NGOs by Governorate	42
2	Classification of NGOs by Field of Activity	42
3	Research Sample	76
4	Likert Scale	78
5	Kolmogorov-Smirnov Test	78
6	Correlation Coefficient of Each Paragraph of "The Degree of Clarity of the Concept of Succession Planning" and the Total of this Field	79
7	Correlation Coefficient of Each Paragraph of "Managerial Support and Effort Level" and the Total of this Field	80
8	Correlation Coefficient of Each Paragraph of "Existence of Strategic and Operational Plans" and the Total of this Field	81
9	Correlation Coefficient of Each Paragraph of "Organizational Culture" and the Total of this Field	82
10	Correlation Coefficient of Each Paragraph of "The Current State of Succession Planning" and the Total of this Field	83
11	Correlation Coefficient of Each Field and the Whole of Questionnaire	84
12	Cronbach's Alpha for Each Field of the Questionnaire	84
13	Distribution of Sample by Gender	85
14	Distribution of Sample by Age	85
15	Distribution of Sample by Marital Status	86
16	Distribution of Sample by Education Attained	86
17	Distribution of Sample by Job Title	86
18	Distribution of Sample by Length of Service with the Organization	87
19	Distribution of Sample by Years of experience outside the Organization	87
20	Distribution of Sample by Times Promoted within the Organization	88
21	Distribution of Sample by Number of Employees	88
22	Distribution of Sample by Age of Organization	88
23	Means and Test Values for "The Degree of Clarity of the Concept of Succession Planning"	90
24	Means and Test Values for "Managerial Support and Effort Level"	92
25	Means and Test Values for "Existence of Strategic and Operational Plans"	94
26	Means and Test Values for "Organizational Culture"	96
27	Means and Test Values for "The Current State of Succession Planning"	98
28	Correlation Coefficient between the Degree of Clarity of the Concept of Succession Planning and the Current State of Succession Planning	100
29	Correlation Coefficient between Managerial Support and Effort Level and the Current State of Succession Planning	101

No.	Table Title	Page No.
30	Correlation coefficient between the existence of strategic and operational plans and the current state of succession planning	102
31	Correlation Coefficient between Organizational Culture and the Current State of Succession Planning	103
32	ANOVA Test of the Fields and their P-values for Number of Employees Working	103
33	ANOVA Test of the Fields and their P-values for Age of Organization	104
34	Independent Samples T-Test of the Fields and Their P-values for Gender	105
35	ANOVA Test of the Fields and Their P-values for Age	105
36	Independent Samples T-Test of the Fields and Their P-values for Marital Status	106
37	ANOVA Test of the Fields and their P-values for Level of Education Attained	107
38	ANOVA Test of the Fields and their P-values for Job Title	108
39	ANOVA Test of the Fields and their P-values for Length of Service within the Organization	109
40	ANOVA Test of the Fields and their P-values for Years of Experience outside the Organization	109
41	ANOVA Test of the Fields and their P-values for Times Promoted within the Organization	110

List of Figures

No.	Figure Title	Page No.
1	Variables of the Study	5
2	Development versus Training	14
3	Continuum of Succession Planning	19
4	The Seven-Pointed Star Model for Systematic Succession Planning and Management	27
5	Succession Planning and Development Process Map	29
6	Succession Planning Model	31
7	Flexible Succession Planning Model	33

Appendixes

No.	Appendix Title	Page No.
1	Appendix A: List of Referees' Names	125
2	Appendix B: Request for Questionnaire Assessment	126
3	Appendix C: Questionnaire in Arabic	127
4	Appendix D: Questionnaire in English	132
5	Appendix E: Sample Distribution List	137

Abstract

This study aimed to identify the nature and characteristics of succession planning in major NGOs in the Gaza Strip, to determine the extent to which succession planning is applied and to evaluate and explore the existing succession planning practices and their strengths and weaknesses in major NGOs in the Gaza Strip from the viewpoint of employees who hold managerial positions.

The researcher follows a descriptive analytical approach in conducting research. The research sample is composed of 40 local NGOs working all over the Gaza Strip who met the required criteria. The questionnaire was distributed to 40 NGOs working in the Gaza Strip. A total of 227 were given the questionnaire and 208 of the completed questionnaires were received, producing a 91.63% response rate for this study.

The following are the main results:

- The results revealed that 69.39% of the respondents agreed that the degree of the clarity of the concept of succession planning has an impact upon the current state of succession planning practices in major NGOs in the Gaza Strip.
- There are a 68.92% of the respondents who agreed that managerial support and effort level has an impact upon the current state of succession planning practices in major NGOs in the Gaza Strip.
- There are 67.67% of the respondents who agreed that the existence of strategic and operational plans has an impact upon the current state of succession planning practices.
- There are 69.98% of the respondents who agreed that organizational culture has an impact upon the current state of succession planning practices in major NGOs.
- There are no significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers attributed to length of service within the organization, years of experience outside the organization, times promoted within the organization, age and number of employees working.

The following are the main recommendations:

- Hold training courses on the succession planning concept and its characteristics for senior management to develop an understanding for it.
- Work on writing a definite guide for succession planning that guides senior management.
- Establish means to compare individuals' current competencies to the requirement of a future position to facilitate the succession planning process.
- Organizations should work on analyzing the workload for the purposes of determining the surplus and deficit of jobs.
- Organizations should include succession planning within the annual plan and be discussed and updated on a regular basis by leaders in each organization in order to increase leaders' accountability toward following through with developmental activities with these employees.
- Organizational leaders should make an effort to develop policies and procedures that are related to the planning of professional development and career paths.

ملخص الدراسة

هدفت هذه الدراسة إلى الإجابة عن السؤال الرئيسي "ما هو الواقع الحالي لممارسات تخطيط الإحلال والتعاقب الوظيفي في المنظمات غير الحكومية الرئيسية في قطاع غزة؟" من خلال التعرف على طبيعة وخصائص تخطيط الإحلال والتعاقب الوظيفي وتحديد إلى أي مدى يتم تطبيقه وكذلك استكشاف وتقييم الممارسات ومواطن القوة والضعف للتخطيط للإحلال والتعاقب والوظيفي في المنظمات غير الحكومية الرئيسية في قطاع غزة من وجهة نظر الموظفين الذين يشغلون مناصب إدارية رئيسة. اعتمدت الباحثة في إجراء هذه الدراسة على المنهج الوصفي التحليلي. وطبقت هذه الدراسة على عينة تتكون من (40) منظمة غير حكومية تعمل في قطاع غزة والتي استوفت المعايير المطلوبة. وقد تم تصميم وتوزيع الاستبانة على عينة مكونة من (227) موظفاً ممن يشغلون مناصب إدارية رئيسة واستجاب (208) ليمثلوا نسبة استجابة تقدر ب 91.63%. تم تحليل البيانات باستخدام الأساليب الإحصائية من خلال البرنامج الإحصائي SPSS.

وتمثلت أهم نتائج الدراسة فيما يلي:

- أظهرت الدراسة أن 69.39% من المبحوثين وافقوا على أن درجة وضوح مفهوم تخطيط الإحلال والتعاقب الوظيفي له تأثير على واقع ممارسات تخطيط الإحلال والتعاقب الوظيفي في المنظمات غير الحكومية الرئيسية في قطاع غزة.
- أظهرت الدراسة وجود علاقة ذات دلالة إحصائية بين مجال الدراسة مستوى الدعم والجهود الإداري وواقع تخطيط الإحلال والتعاقب الوظيفي.
- هناك 67.67% من المبحوثين وافقوا على أن وجود خطط استراتيجية وتشغيلية له تأثير على واقع ممارسات التخطيط للإحلال والتعاقب الوظيفي.
- احتل مجال الثقافة التنظيمية النسبة الأعلى تأثيراً في واقع ممارسات تخطيط الإحلال والتعاقب الوظيفي في المنظمات غير الحكومية الرئيسية في قطاع غزة.
- لا توجد فروق ذات دلالة إحصائية عند مستوى الدلالة $\alpha = 0.05$ في إجابات المبحوثين تعزى إلى سنوات الخدمة داخل المؤسسة وسنوات الخبرة خارج المنظمة، وعدد مرات الانتقال لوظائف أعلى داخل المنظمة والعمر وكذلك عدد الموظفين العاملين في المنظمة.

أما أهم توصيات الدراسة فكانت:

- عقد دورات تدريبية للإدارة العليا في المؤسسات على مفهوم التخطيط للإحلال والتعاقب الوظيفي وخصائصه لتطوير فهمهم له.
- العمل على كتابة دليل واضح للتخطيط للإحلال والتعاقب الوظيفي تسترشد فيه الإدارة العليا.
- توفير آليات مختلفة لمقارنة الكفاءات الحالية للأفراد بمتطلبات الشواغر وذلك لتسهيل عملية الإحلال والتعاقب الوظيفي.
- العمل على تحليل عبء العمل لغايات تحديد الفائض والعجز من الوظائف.
- تضمين المنظمات لتخطيط التعاقب والإحلال الوظيفي ضمن الخطة السنوية ومناقشتها وتحديثها على أساس منتظم من قبل المدراء لزيادة المسؤولية من خلال متابعة الأنشطة التطويرية للموظفين.
- بذل جهد لتطوير السياسات والإجراءات المتعلقة بالتخطيط للتنمية المهنية والمسارات الوظيفية.

Chapter One

The General Framework

Introduction

Problem Statement

Study Hypotheses

Study Variables

Objectives of the Study

Importance of the Study

Chapter One: The General Framework

Introduction

In this Chapter, some topics are discussed including; problem statement, study hypothesis and variables, objectives and importance of the study.

Overall, it is critical for major NGOs to position themselves to achieve success and focus on fundamentals that will help them sustain themselves well into the 21st Century. Remaining competitive requires leadership capacity that can be enhanced by an organization which can help its people develop in order to face these changes. Even though a number of key issues play an important role in the success or failure of any organization's survival and long-term prosperity, leadership stands out as the fundamental factor. One of the best ways to retain talented people is to provide them with growth opportunities so that they might not otherwise look for elsewhere, succession planning answers that need.

In addition to the aforementioned factors, interestingly enough, among the first writers to recognize universal organizational need was Henri Fayol (1841–1925). Fayol's who expressed this fact in his classic work 14 points of management, written early in the twentieth century and still widely regarded today, points out that management has a responsibility to ensure the "stability of tenure of personnel" (Rothwell, 2010a, p. 6).

Succession planning is a strategic process whereby organizations develop a system that promotes internal development, rotational assignments, and promotional opportunities (Hobson, 2007, p. 4). Succession planning should be linked to and supportive of strategic plans, human resource plans, human resource development plans, and other organizational planning activities (Rothwell, 2010a, p. 41).

Succession planning is the ongoing process of systematically identifying, assessing, and developing organizational leadership to enhance performance and requires assessing candidates and selecting those who will fill the key positions (Dessler, 2008, p. 177). Furthermore, succession planning was defined as a deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement (Rothwell, 2010a, p. 41). Additionally, succession planning is the ongoing process of identifying future leaders in an organization and developing them so they're ready to move into leadership roles (Atwood, 2007, p. 1).

Some drivers of implementing succession planning include the following (AON Consulting and Insala, 2006, p. 2):

1. Difficulty in finding candidates outside the organization and the desire to promote from within.
2. The unexpected loss of key leaders or talent.
3. Improving the organization's bench strength in key positions.
4. Identifying competent potentials early and devising strategies to retain talent.
5. Increased global competition.
6. Reduction in the cost of replacing employees.

Other drivers are (Rothwell, 2010a, p. 43):

1. An increasing rate and magnitude of change.

2. The growing importance of knowledge capital.

There are other suggested drivers (Singer and Griffith, 2010, p. 3):

1. Tension around Human Resource (HR) policies and practices.
2. Pressure on training and development.

Talented and ambitious individuals work on building their capacities no matter how often the organizations have developmental activities as they want to achieve their goal of being promoted, moreover, talented employees could be lost if they are offered a better career path. Moreover, most non-governmental organizations (NGOs) carry out a variety of training courses for staff development but these programs remain in isolation from the integrated process between the individual developmental plans and the organizational strategic plan. It is worth mentioning that there are many Palestinian NGOs that work to enrich the experiences of staff through developmental strategies and guidance, but all of that should be part of a succession plan. Although there is a good investment in human resource in NGOs, it is considered low due to financial limitations (Al Tahrawi, 2010, p. 113).

Although the researcher is an employee of an NGO for few years, major events happened such as the sudden resignation of critical managers, the reassignment of other managers and the promotion of the Head of the organization to a new position at another branch. These circumstances and events can demonstrate how important succession planning should be as a part of any organizational strategic planning. Now is the time to research the necessity of having a succession planning policy and program within any organization. Moreover, it is surprising that succession planning does not figure more prominently into HR development plans, especially in the Palestinian NGOs, where there are a high percentage of employees in important positions who are constantly exposed to warlike conditions. Furthermore, the current challenges and circumstances faced by NGOs in the Gaza Strip require the need to develop succession programs for the purpose of management continuity. It is important for NGOs to start adopting diversified career development tools among them succession planning (Saleh, 2012, p. IX).

Problem Statement

There are 853 NGOs working in the Gaza Strip (Ministry of Interior, 2013) that play an important role in the Palestinian society in the delivery of multiple services and this requires the presence of a professional cadre of excellence. Therefore, the NGOs must invest time and money in the design and implementation of leadership development programs in order to maintain staff, especially those with outstanding talent and expertise. Additionally, NGOs acknowledge the importance of effective knowledge acquisition as the rapid speed of change of technology and information requires NGOs to invest in developing competencies. As a result, NGOs carry out developmental training courses to employees as part of its plans according to the performance appraisal of each employee. It is also worth mentioning that talented employees seek advancement in their career and NGOs struggle to attract quality employees for administrative positions to maintain competitive advantage, especially the major NGOs.

When experienced workers leave an organization; either by resignation, retirement, illness, sudden death, term expiration, moving on to a new opportunity, getting promoted, taking a long vacation or any reason, it results in an experience gap in key leadership positions and in a vacuum of leadership skill. Have organizations found away

to focus on leadership succession or to expand talent to help the organization cope with such a change? This situation brings to the forefront the importance of the application of succession planning to fill critical vacated positions.

As a result, the intention of this study is to analyze and evaluate the current state of succession planning in major NGOs in the Gaza Strip.

This study seeks to answer the main question:

"What is the current state of succession planning practices in major NGOs in the Gaza Strip?"

Study Hypotheses

Following are the study hypotheses:

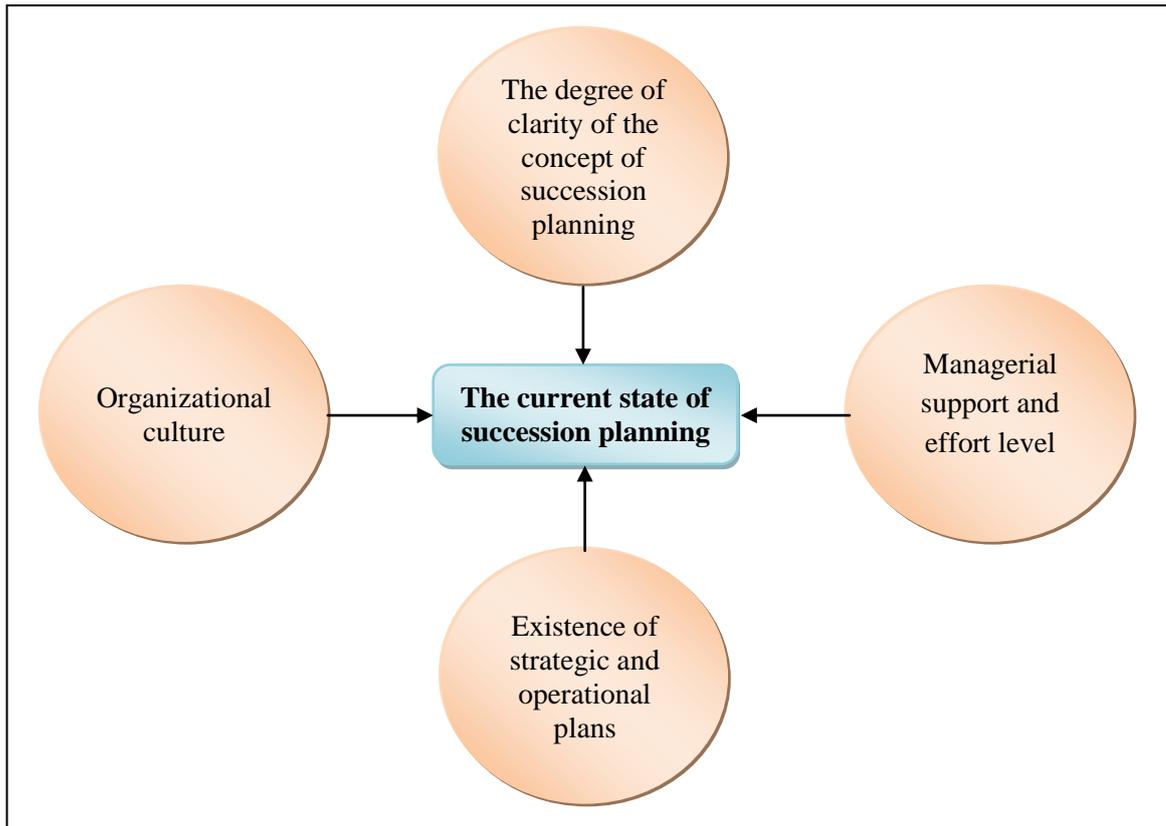
1. There is a significant relationship between the degree of clarity of the concept of succession planning and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).
2. There is a significant relationship between managerial support and effort level and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).
3. There is a significant relationship between the existence of strategic and operational plans and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).
4. There is a significant relationship between organizational culture and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).
5. There are statistically significant differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to organizational factors (Age of Organization, Number of Employees Working).
6. There are statistically significant differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to personal factors (Gender, Age, Marital Status, Level of Education Attained, Job Title, Length of Service within the Organization, Years of experience, Times promoted within the organization).

Study Variables

Following are the study variables:

1. Dependent variable: The current state of succession planning
2. Independent variables:
 - a. The degree of clarity of the concept of succession planning
 - b. Managerial support and effort level
 - c. Existence of strategic and operational plans
 - d. Organizational culture

Figure (1): Variables of the Study



Source: Articulated by the researcher.

Objectives of the Study

The purpose of this study is:

1. To identify the nature and characteristics of succession planning in major NGOs in the Gaza Strip.
2. To determine the extent to which succession planning is applied in major NGOs in the Gaza Strip.
3. To evaluate and explore the existing succession planning practices and their strengths and weaknesses in major NGOs in the Gaza Strip from the viewpoint of both HR and direct program managers.
4. To indicate insightful recommendations and issues for further research.

Importance of the Study

The following points demonstrate the importance of this study:

1. Findings taken from this study are significant and insightful in regard to the present and future of strategic organizational planning and leadership management practices in NGOs. This research will produce new frontiers in organizational development interventions which can enhance succession planning programs within organizations.
2. This study will benefit researchers in conducting similar studies in new communities and using new variables. It will open up the door for researchers to discuss the concept of succession planning and its practices in other sectors.
3. This study contributed towards enriching the researcher's knowledge regarding the concept of succession planning and its practices through access to literature, articles and books related to the research subject. It also contributed towards

increasing researching skills. This study will contribute to the development of career opportunities in the field of human resources.

Chapter Two

Literature Review

Section One: Human Resource Management

Section Two: Succession planning

Section Three: Non-Governmental Organizations (NGOs)

Section One: Human Resources Management

Introduction

Human resources are an important and a fundamental part of each organization. Therefore, this section presents some definitions of human resource management (HRM), characteristics of HRM, objectives and functions of HRM and the interrelationship between HRM functions.

Human resource management (HRM) is the basis of all management activity. The basis of management is always the same: getting the people of the business to make things happen in a productive way, so that the business prospers and the people thrive. Managing people requires a constant balancing act between meeting the human aspirations of the people and meeting the strategic and financial needs of the business (Torrington et al., 2005, p. 4).

HRM places an emphasis on flexibility, high standards of performance and the development of employees so that the organization can survive and flourish (McKenna and Beech, 2002, p. 298). HRM underlines the importance of flexibility and the ability to react and adapt quickly to changes in the organization's environment. Moreover, HRM is concerned with the well-being of people and is seen as a powerful way to motivate and inspire the workforce (McKenna and Beech, 2002, p. 21). The central focus for HR management must be on contributing to organizational success (Mathis and Jackson, 1999, p. 10).

Human Resource (HR) management deals with the design of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish organizational goals. In an organization, the management of human resources means that they must be recruited, compensated, trained, and developed (Mathis and Jackson, 1999, p. 4). Moreover, HRM refers to the policies and practices involved in carrying out the 'people' or human resource aspects of a management position, including recruitment, screening, training, rewarding and appraising (Randhawa, 2007, p. 2).

The rise of HRM in the last two decades of the twentieth century represents something new and very different from the dominant personnel management approach in earlier years (Torrington et al., 2005, p. 4). It was during the 1980s that the rise in HRM began to attract the attention of personnel practitioners (McKenna and Beech, 2002, p. 4).

HRM is directed mainly at management needs for human resources (not necessarily employees) to be provided and deployed. There is greater emphasis on planning, monitoring and control, rather than mediation (Torrington et al., 2005, p. 10).

Definition of Human Resources Management

The field of HR management is undergoing a transition because organizations themselves are changing. As a result, the terminology in the field is in transition (Mathis and Jackson, 1999, p. 13). The term 'human resource management' is not easy to define; this is because it is commonly used in two different ways (Torrington et al., 2005, p. 6). 'HRM' may be seen as one amongst many possible labels, such as 'personnel management', that denote the generic practices pertaining to certain functions such as recruitment, selection, training, remuneration, promotion, and separation. Alternatively, HRM may be seen as identifying a particular approach to such functions of employment

rather than as a generic name for the management of employees within a public or private service organization. Its common conception of 'people management' is one that focuses on the creation and sustainment of a committed, loyal, and capable workforce required to deliver significant competitive benefits for the organization (Pinnington et al., 2007, p. 3).

There are different definitions of HRM, among these definitions are:

Human resource management is a series of activities which: first enables working people and the organization which uses their skills to agree on the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled (Torrington et al., 2002, p. 13).

Human Resources Management is a management function that helps managers recruit, select, train and develop members for an organization (Aswathappa, 2007, p. 5).

HRM can be defined as the effective selection and utilization of employees to best achieve the goals and strategies of an organization (Werner and Desimone, 2012, p. 8).

The Human Resources Management is a science and the practice that deals with the nature of deployment relationship and all the decisions, actions, and issues that relate to that relationship. In practice, it involves an organization's acquisitions, development, and the utilization of employees, well as the employees; relationship to an organization and its performance (Gerald et al., 1995, p. 5).

Human resource management is that part of the management of organizations that is concerned with all aspects that relate to, and interplay with, the work and the people who do the work and in organizations (Erasmus et al., 2003, p. 4).

Human resource management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished. Human resource management is concerned with the people dimension in terms of management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives (Randhawa, 2007, p. 2).

Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006a, p. 3).

There are core points that are found in any definition of HRM and these are as follows (Aswathappa, 2007, p. 5):

1. Organizations are not mere bricks, mortar, machineries or inventories. They are people. It is the people who staff and manage organizations.
2. HRM involves the application of management functions and principles. The functions and principles are applied to acquisitioning, developing, maintaining, and remunerating employees in organizations.

3. Decisions relating to employees must be integrated. Decisions on different aspects of employees must be consistent with other human resources (HR) decisions.
4. Decisions made must influence the effectiveness of an organization. The effectiveness of an organization must result in the betterment of services to customers in the form of high-quality products supplied at reasonable costs.
5. HRM functions are not confined to business establishments only. They are applicable to non-business organizations, too, such as education, healthcare, recreation, and the like.

Based on the above mentioned definitions, it can be said in brief that HRM is the governance of an organization's employees. It is responsible for the attraction, selection, training, assessment, and rewarding of employees.

Characteristics of HRM

The characteristics of HRM are as follows (Erasmus et al., 2003, p. 8):

1. Human resource management has specific characteristics.
2. It is essentially the quality of an organization's human resources which makes the difference between those which are more and those which are less successful and that all employees as resources therefore have to be developed and valued.
3. Due to the strategic importance of HRM decisions, all such decisions have to be taken in direct relation to and as an integral part of the corporate and/or business planning decisions of the organization.
4. Human resource management decisions have long-term business related implications and therefore have to be the concern of the line managers, who are the key figures in and "owner of" HRM.

There are other characteristics of HRM (Armstrong, 2006b, p. 11):

1. It is "diverse".
2. It is "strategic with an emphasis on integration".
3. It is "commitment-oriented".
4. It is "unitarist rather than pluralist, individualistic rather than collective in its approach to employee relations".
5. It is "focused on business values".

Objectives of HRM

The main objective of HRM is to ensure the availability of a committed and competent workforce in the organization (Randhawa, 2007, p. 7) and to take care of the work life of the employee from the time they join the organization to the time they leave it, while ensuring their best possible cooperation in achieving the organizational goals and objectives. This broad objective of HRM can be classified into the following specific ones (Durai, 2010, p. 4):

1. To act as a liaison between the top management and the employee.
2. To arrange and maintain adequate manpower inventory, which, in turn, ensures the smooth working of the organization.
3. To offer training as a way of developing skills, enhancing productivity and, most importantly, increasing individual and organizational performance to achieve the desired results.
4. To devise employee benefit schemes for improving employee motivation and group morale and enhancing employer- employee cooperation.

5. To ensure and enhance the quality of work life, which refers to the employee's perception of their physical and psychological well-being at work.
6. To help keep up ethical values and behavior amongst employees both within and outside the organization.

Functions of HRM

HRM functions are carried out by the HR managers to fulfill the goals and objectives of the organization (Durai, 2010, p. 6). These inter-related functions can be classified into two broad categories (Chandramohan, 2008, p. 9):

1. **Managerial Functions:** The managerial functions are the basic functions performed by the HR managers in their capacity as managers or heads of their own departments. All managers, irrespective of their department, perform functions like planning, organizing, staffing, directing and controlling (Durai, 2010, p. 6). These functions are briefly discussed below:

- a. **Planning:** Planning is the first function of management which consists of a broad range of ideas and programs relative to the various activities of the people in the organization. Planning is the conscious determination of a future course of action. This involves the following: why to utilize an action, what action to take, and when and how to take that action. Thus, planning includes a determination of specific objectives, projects and programmes, setting policies, strategies, rules and budgets. Based on the futurity involved, in the planning process, plans may be prepared for long or short-period (Chandramohan, 2008, p. 10, 11).

Planning includes determining HR needs, source-checking personnel procurement, deciding on training and development needs, motivating employees in order to enhance their performance which in turn will increase the organization's performance (Randhawa, 2007, p. 9).

- b. **Organizing:** Organizing is the process of establishing harmonious authority-responsibility relationships among the members of the organization. The network of authority-responsibility is called as organization structure. This structure serves as the framework within which people can work together effectively for the attainment of organization's objectives (Randhawa, 2007, p. 9).
- c. **Staffing:** An organization must have qualified individuals, in specific jobs at specific places and times, in order to accomplish its goals. Obtaining such people involves job analysis, human resource planning, recruitment, selection, setting performance standards, compensating employees, evaluating performance, counseling employees, training and developing employees (Dessler, 2008, p. 2).
- d. **Directing:** Directing is the most important function of management. It plays a vital role in providing effective guidelines and directions for employees of an organization to perform various jobs. Directing is the process of motivating, activating, leading and supervising people. Directing includes all those activities by which a manager influences the actions of subordinates. It involves getting others to act after all preparations have been made. Directing is the heart of the management process because it is concerned with initiating action. It helps to secure the willing and effective cooperation of employees for attaining

organizational goals. Thus, direction function is interrelated to motivation, communication and leadership (Chandramohan, 2008, p. 11-12).

- e. **Controlling:** Controlling is concerned with the regulation of activities in accordance with plans, which in turn have been formulated on the basis of the objectives of the organization. Thus, controlling completes the cycle and leads back to planning. It is the observation and comparison of results with the standards and correction of deviations that may occur (Kumar, 2011, p 13).
Controlling the management of human resources involves auditing training programmes, analyzing labour turnover records, directing morale surveys, conducting separation interviews and other such means (Chandramohan, 2008, p. 12) as well as performance appraisal (Kumar, 2011, page 13).

2. **Operative Functions:** The operative functions are the duties which are specifically entrusted to the human resource department under the general supervision of the human resource manager (Kumar, 2011, p. 13). These functions include:

- a. **Employment:** It aims to provide an adequate supply of qualified individuals to fill the jobs in an organization (Mathis and Jackson, 1999, p. 12). This function involves recruitment, selection, placement and induction of human resources (Chandramohan, 2008, p. 13).

Recruitment consists of activities intended to identify sources of talent that meet organizational needs, and attracts the right numbers and types of people for the right jobs at the right time and in the right places (Rothwell and Kazanas, 2003, p. 333).

Selection is the process of searching for and then identifying an appropriate match between the individual, the job, the work group, and organization. Recruitment and Selection are thus separate but related efforts (Rothwell and Kazanas, 2003, p. 334).

The overall aim of the recruitment and selection process should be to obtain, at minimum cost, the number and quality of employees required to satisfy the human resource needs of the organization (Armstrong, 2006b, p. 409).

Induction (also known as orientation or socialization) may be regarded as the final phase of recruitment and selection, but also as the first phase of learning and development. It is defined here as the formal process of familiarizing new employees to the organization, their role and the role/s of their work unit (Compton et al., 2010, p. 183).

- b. **HR Planning:** Human resource planning: is a decision making process that combines three important activities: (1) identifying and acquiring the right number of people with the proper skills, (2) motivating them to achieve higher performance, and (3) creating interactive links between business objectives and people-planning activities ((Armstrong, 2006b, p. 364).

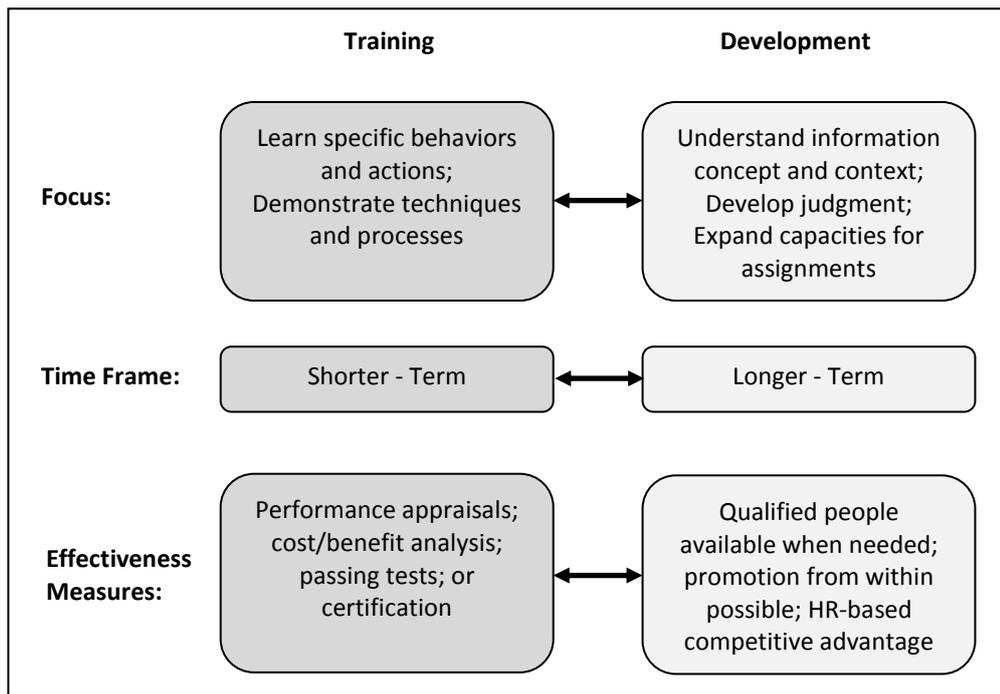
Through HR planning, managers attempt to anticipate forces that will influence the future supply of and demand for employees (Mathis and Jackson, 1999, p. 12).

- c. **Development:** This function relates to improving, modeling and changing the skills. Knowledge, creative ability, aptitude, attitude, values, commitment and productivity of human resources based on present and future job and organizational requirement. This function entails (**Deb, 2006, p. 15**):
- **Human Resource Policy:** It guides the course of action intended to accomplish human resources objectives and plans in order to uphold fairplay, justice, objectivity, enthusiasm and loyalty of human resources. Human Resources policy seeks to define philosophies and values of the organization on how people should be treated and dealt with.
 - **Career and Succession Development:** It includes a set of programmes designed to match an individual's aspirations, competence and drive with current and/or future career opportunities in the organizations. There are four steps as mentioned below:
 - Evaluation of individual competence and potential.
 - Analysis of available opportunities for possible matching.
 - Formulating an action plan by assessing resources and competences.
 - Assigning individual to available/suitable opportunities.
 - **Training and Development:** It involves activities designed to continuously improve the performance and harnessing potential of existing human resources for meeting present and future organizational requirements and individual growth aspirations. This requires continuous adaptation of human resources to changes- internal as well as external in the most efficient and effective way.

Human resource development (HRD) is concerned with learning, development and training opportunities in order to improve individual, team and organizational performance (**Armstrong, 2006b, p. 530**). HRD begins with the orientation of new employees, HR training and development also includes job-skill training (**Mathis and Jackson, 1999, p. 12**). Encouraging development of all employees, including supervisors and managers, is necessary to prepare organizations for future challenges (**Mathis and Jackson, 1999, p. 13**). Management development prepares employees for future jobs by imparting knowledge, changing attitudes, or increasing skills (**Dessler, 2008, p. 324**). Thus, HRD function includes performance appraisal, training, management development programmes, career planning and development, organizational change, organizational development and leadership (**Chandramohan, 2008, p. 13**).

Development can be thought of as growing capabilities that go beyond those required by the current job. It represents efforts to improve employees' ability to handle a variety of assignments. Development is beneficial to both the organization and the individuals. Employees and managers with appropriate experiences and abilities enhance the ability of an organization to compete and adapt to a changing competitive environment. In the development process, the individuals' careers also gain focus and evolve (**Mathis and Jackson, 1999, p. 350**).

Figure (2): Development versus Training



Source: Mathis Robert I. and Jackson John J. (1999). *Human Resource Management*. 9th ed. Mason, USA: South-Western Pub. P. 351.

- d. Compensation: This function is concerned with the determination of adequate and equitable remuneration of the employees in the organization for their contribution to the organizational goals (Kumar, 2011, p. 13).

Compensation rewards people for performing organizational work through pay, incentives, and benefits (Mathis and Jackson, 1999, p. 13). So, compensation refers to any monetary return or nonmonetary service received as a consequence of employment (Rothwell and Kazanas, 2003, p. 451).

- e. Employee Relations: Employee relations consist of all those areas of human resource management that involve relationships with employees and are concerned with generally managing the employment relationship (Armstrong, 2006b, p. 751). The relationship between managers and their employees must be handled effectively if both the employees and the organization are to prosper together (Mathis and Jackson, 1999, p. 13).

The elements of employee relations consist of (Armstrong, 2006b, p. 754):

- The formal and informal employment policies and practices of the organization.
- The development, negotiation and application of formal systems, rules and procedures for collective bargaining, handling disputes and regulating employment. These serve to determine the reward for effort and other conditions of employment, to protect the interests of both employees and their employers, and to regulate the ways in which employers treat their employees and how the latter are expected to behave at work. Industrial

relations can be regarded as a system or web of rules regulating employment and the ways in which people behave at work.

Interrelationship between HRM Functions

All HRM functional areas are highly interrelated. Management must recognize that decisions in one area will affect other areas. Each function interacts with and affects the others, and all should fit with the employer's strategic plan. Furthermore, each of the employer's human resource strategies- for instance, how to recruit, select, train, appraise, and compensate employees- should make sense in terms of producing the employee behavior required to support the organization's strategic plan (Dessler, 2008, p. 22).

It is vital that the core HR functions of recruitment and on-boarding, compensation and rewards, training and development, and performance appraisal and management are aligned properly with each other. Performance appraisal and management has critical interdependencies with three other core HR functions. For example, performance and management should inform the recruitment and selection processes about which selection criteria to use and which selection methods are the most effective. On the basis of the actual performance of hired employees, HR managers can then determine which selection criteria have a stronger relationship with performance. Similarly, the performance appraisal process can identify the training and development needs of employees. The immediate supervisor in consultation with the employee can figure out what factors are causing subpar performance of an employee and accordingly recommend an appropriate training programme.

Many organizations use performance appraisal to determine training and development needs. In appraisal interview, supervisors discuss with their subordinates what is causing the shortfall in the subordinate's performance and what measures can be taken to rectify it. Also, the success of pay-for-performance compensation strategies hinges critically on measuring performance accurately. If the performance of individuals cannot be measured correctly, the basic premise of the pay-for-performance- that performance can be measured accurately and rewarded accordingly- does not hold true (Hernandez and O'Connor, 2010, p. 228).

Section Two: Succession Planning

Introduction

Effective organizations do not passively wait for the future; they create it by investing their time, thoughts, and planning in order to ensure the continuity of their leadership talent. This process is known as succession planning (Kubal and Baker, 2003, p. 20). Organizations need to plan for talent to assume key leadership positions or backup positions on a temporary or permanent basis (Rothwell, 2005, p. 10).

The continuity of the organization over time requires a succession of persons to fill key positions. Accordingly, organizational leaders must take proactive steps to plan for future talent needs at all levels and implement programs designed to ensure that the right people are available for the right jobs in the right places and at the right times to get the right results (Rothwell, 2010a, p. xxiii).

Organizational survival in a competitive environment depends in part on having identified and developed replacements (i.e., successors) for key positions. This is the essence of succession planning. Succession planning is the process of identifying one or more successors for key positions and preparing them for expanded organizational responsibilities through job assignments and other developmental activities (Day, 2007 p. 2).

Today's always varying market conditions make it necessary to have a succession plan that is frequently evaluated. Organizations are continuously evolving, so it is necessary to evaluate and modify a succession plan regularly to meet an organization's ever-changing needs. This planning is a critical process that needs constant consideration (Fegley, 2006, p. 13).

Succession planning is not just about recognizing the talent gaps that exist in an organization today but identifying future talent needs and creating solutions to address those needs (Leonard, 2010, p. 4). The chief objectives of succession process are to align today's talents with the leadership positions that will be required in the future and to overcome strategic and operational challenges with the "right" people at different points in time. Guaranteeing that the culture and memory of the organization will be maintained is another priority (Comini and Fischer, 2009, p. 9).

For each position placed in the succession planning program, core competencies, skill sets, experiences, and credentials required for candidates are identified to be successful in the mid and long term. Organizations ensure that employees will be prepared to fill critical leadership, professional, and technical positions through the provision of training, rotations, mentorships, and so on (Cotton, 2007, p. 40).

Definition and Evolution of Succession Planning

Succession planning has been called workforce planning, strategic staffing (Paterson, 2001, p. 2), human capital management (Rothwell, 2010a, p. 53). Moreover, what one organization calls succession planning, another might call succession management or talent management (Berke, 2005, p. 2).

Succession planning is a method used to forecast the supply of people for certain positions. It is developed to identify potential personnel changes, select backup

candidates, promote individuals, and keep track of attribution (resignations, retirements) for each department in an organization (Mathis and Jackson, 1999, p. 62).

Succession planning is planning the potential replacement of current leader positions. This may include identifying those who are fully qualified for the incumbent's position, those who are expected to be ready within a specified number of years, and/ or those who are expected to be ready once specific competencies are developed (without indicating a time period of readiness) (Sims and Gay, 2006, p. xviii).

Succession planning is an organizational management tool used to ensure continuous performance in the organization by identifying key internal people for work activities over time (Hickey, 2002, p. 5).

The National Academy of Public Administration defines succession management as a deliberate and systemic effort to project leadership requirements, identify a pool of high potential candidates, develop leadership competencies in those candidates through intentional learning experiences, and then select leaders from among the pool of potential leaders (Fink, 2010, p. 145).

Succession management includes succession planning, as well as all continuous actions and processes throughout the year regarding the development of successors. Succession management also involves looking ahead at the leadership competencies and positions that will be needed for the organization's future success, rather than only looking at replacement needs. (Sims and Gay, 2006, p. xviii).

Succession planning should not stand alone. It should be paired with succession management. Therefore, succession planning and management (SP&M) is defined as the process that helps ensure the stability of the tenure of personnel. It is perhaps best understood as any effort designed to ensure the continued effective performance of an organization, division, department, or work group by making provision for the development, replacement, and strategic application of key people over time (Rothwell, 2005, p. 10).

The working definition that is developed especially for the purpose of this study from the available literature: "Succession planning and management is a process designed to ensure the continued effective performance of an organization by making provision for the development of skills and talent through mentoring, grooming, training and job rotation, as well as replacement of key people over time. It provides ease of transition in filling anticipated organizational human resource needs. Succession planning is generally considered to be a strategy of work force planning, it is supported by and supports other strategies including the strategic plan, employment equity, employee relations, recruitment, learning and development, and risk management."

Widespread attention has been given to succession planning by researchers. Therefore, it is of importance to provide a brief summary pertaining to the emergence and evolution of succession planning.

It is worth mentioning that succession planning is not a new activity. It has been a subject of academic research since the 1960s (Sharma et al., 2003, p. 1). Some say that professional research on succession planning and management began in 1950s. The

chief focus of that research was on CEO succession until 1980s (Subrahmnain and Anjani, 2011, p. 173). Succession planning received greater attention from researchers during the 1980s (Kim, 2010, p. 7).

Succession planning has developed from the original process of replacement planning which tended to be an informal approach to promotion with a short-term focus on who would be able to replace senior people if they left suddenly. This made it so that disruption and dislocation were minimized. The focus now is on the need to build and develop a pool of talent which could or could not be utilized in the future. This is a more dynamic approach and fits well with the resource-based view of the firm. While the link to business strategy is emphasized, there is more recognition of individual aspirations and a greater opportunity for people to put themselves forward to be considered for the talent pool. Developing talent at different leadership levels in the organization is considered important (Torrington et al., 2005, p. 62).

Succession planning has evolved with the waves of change stemming from within both the workplace and HR management (Kim, 2010, p. 7). The change in terminology, from replacement planning to SP&M and talent management, attests to and reflects this evolution (Kim, 2010, p. 23). Succession planning is shifting from its traditional roots to include new considerations that will affect the future workplace (Rothwell, 2010b, p. 51). The focus of succession planning has shifted from identifying successors for posts towards providing for the development of those successors by creating 'talent pools' (Armstrong, 2006b, p. 404).

At one time succession planning was a term reserved for the last wills and testaments of family-owned companies. Later, the term expanded to include companies whose purpose it was to plan to replace CEOs. Today, succession planning is accepted as the best practice to replace leaders and critical employees at various levels in all types of organizations (Atwood, 2007, p. 2). Modern organizations perceive the necessity for creating a pool of high-potential future candidates, on all levels of organization to fill any need that may arise at any time (Mandi, 2008, p. 20).

In summary, in the past, not many academics or researchers seemed to raise questions about the importance of succession planning. However, all types of organizations realized the necessity of implementing an effective succession planning system that fit their own organizations. Research expanded to educational institutions, government, nonprofit organizations, health care, and small businesses.

Distinguishing Succession Planning & Management from Replacement Planning

Succession planning tends to be more long term in focus and more developmental in thrust than replacement planning (Rothwell and Kazanas, 2003, p. 225). Succession planning and management should not be confused with replacement planning, though they are compatible and often overlap. Succession involves more than merely planning for replacements at the top. In its simplest form, replacement planning is a form of risk management and its chief aim is to limit the chance of catastrophe stemming from the immediate and unplanned loss of key job incumbents (Rothwell, 2005, p. 16).

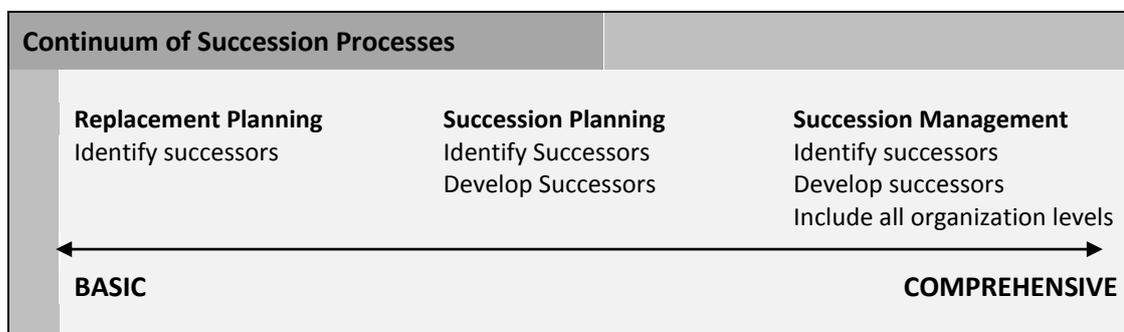
Replacement planning would be defined as identifying up to three people to be the back-ups for the loss of key people or key positions (Howe, 2009, p. 55). Replacement planning is considered to be the simplest form of succession planning, in which leadership roles with incumbents who are expected to retire or move on to other roles

are viewed to determine who will be ready to take their place at that time. However, it is important to note that replacement to note that replacement planning may be a solid first step as an organization implements a talent management strategy for the first time. Overtime, replacement planning can evolve into a more robust succession management strategy (Sims and Gay, 2006, p. 45).

Replacement planning is the process of identifying potential replacement candidates for current incumbent leaders. It is considered to be a basic level of succession planning and succession management- one that does not include identifying future leadership positions, future leadership pools, successor competency gaps and development needs (Sims and Gay, 2006, p. xvii). Replacement hiring is a reactive process to fill an immediate need, whereas succession planning is proactive and works to address the need before it exists (Atwood, 2007, p. 2).

Different succession processes can be placed on a continuum ranging from relatively simplistic and bounded to relatively complex and comprehensive. Succession planning falls near the middle of this continuum of succession processes. It is more systematic and extensive than replacement planning because it is linked with intentional development initiatives targeted at successors; however, it is mainly for the top two or three management levels, like replacement planning. Succession management anchors the most comprehensive end of this continuum in that it identifies successors (replacement planning), develops them (succession planning) and is also directed at all managerial levels. The overarching goal of succession management is to have a pool or pipeline of prepared leaders—and not just a list of prospective candidates—across all organizational levels to fill vacancies in key positions when needed (Day, 2007, p. 6).

Figure (3): Continuum of Succession Planning



Source: Day, David V. (2007). Developing Leadership Talent: A guide to Succession Planning and Leadership Development. USA: SHRM Foundation’s Effective Practice Guidelines Series. P. 6.

Here is a summary of the differences between replacement planning and succession planning (Atwood, 2007, p. 3):

1. Replacement planning is a narrow approach and is usually focused on trying to quickly avoid a crisis by filling a position in a short time. Succession planning takes the additional time needed to ensure that the decision aligns with the organization's strategic plan and goals.
2. Replacement planning is more restrictive, sometimes forcing to select the best person available at that moment. Succession planning is more flexible and allows focusing on selecting the best candidate for the position.

3. Replacement planning is a quick fix. Succession planning exhibits a long term commitment to the organization and to developing individuals in the organization.
4. Replacement planning is usually based on the current job description and has limited time for additional input. Succession planning allows you the time to further develop the job description to include new directions, expanded responsibilities, or other adjustments to the position.
5. Replacement planning usually centers on identifying one or two potential successors to senior-level positions, whereas succession planning focuses on developing pools of talent for key positions at various levels of the organization.
6. Replacement planning often uses only input from the incumbent and his or her immediate supervisor, whereas succession planning uses feedback from multiple perspective and resources.
7. Replacement planning also may offer advancement as a reward or because of seniority with the company, whereas succession planning does not just consider whether a person has been in his or her position for a period of time long enough to merit an advancement, but rather looks at the persons abilities to ensure that he or she has the competencies needed to be successful in the new role.
8. Because replacement planning usually needs to be done quickly, it often does not allow time to consider the relationship of the hiring activity with other human resource activities, such as recruitment, training, development, and diversity initiatives. Succession planning works to integrate itself with other human resources activities.

Scope of Succession Planning

Succession planning and management need are not to be limited solely to management positions or management employees. Indeed, an effective succession planning and management effort should also address the needs for critical backups and individual development in any job category—including key people in the professional, technical, sales, clerical, and production ranks (Rothwell, 2005, p. 13).

The new integrated talent management paradigm expands the scrutiny of succession planning to the entire workforce. In this way, successors can be developed for all positions, not just the top tier. This is a daunting but necessary task to assure and sustain long-term corporate success (Webster, 2008, p. 3).

Effective succession planning and management initiatives identify high-performing employees from multiple levels in the organization and still early in their careers. In addition, organization uses succession planning and management to identify and develop knowledge and skills that are critical in the workplace (U. S. General Accounting Office, 2003, p. 13).

Some researchers believe that a good process always leads to a good outcome (Sharma et al., 1997, p. 11). Succession planning is a never-ending process (Fegley, 2006, p. 9), which consists of many activities over a long period of time and guided by the organization's vision and goals. Therefore, activities related to succession planning are part of the succession process (Sharma et al., 2003, p. 2).

The succession process should be directly connected to the strategic purposes and values of the organization. Also, succession process is simple and focused on people not

technology and tailored to the organization's unique needs and culture (Fink, 2010, p. 146).

The scope of succession planning can include only the senior leadership positions or it can extend to key positions across the organization. Likewise, succession planning can target specific divisions of the organization based on current strategic planning and the mission of the organization (Atwood, 2007, p. 6).

Succession planning has elements of succession management, but its focus tends to be more limited- identifying and developing successors for the top levels of the organization. Additionally, succession planning is often regarded as a less proactive, more static approach than succession management (Berke, 2005, p. 2).

The task often falls to human resource management, workplace learning and performance professionals to spearhead and coordinate efforts to establish and operate strategically oriented succession programs and to avert succession crises (Rothwell, 2010a, p. xxiv).

Importance of Succession Planning

Some senior managers question whether it is worthwhile to devote time and money to succession planning issues. They reason that, with so many people out of work or working below their skill level, it should be easy to find well-qualified replacements. But that logic is not necessarily true. The point is that succession planning is needed in good times as well as in bad. Accordingly, employers must plan for their future, and planning for people is part of that (Rothwell, 2010a, p. xxiv). Unfortunately, an organization does not always have the luxury of knowing when a leader is going to retire, leave, or sever his connection to organization as a result of unplanned circumstances. Succession planning is the foundation for coping successfully with staffing surprises (Day, 2007, p. 1).

A rigorous system of succession planning provides a source of strong in-house candidates who can compete effectively for the key positions that become available. Providing high-potential employees with developmental challenges helps retain them. Succession planning also provides for the orderly transfer of knowledge from the skilled, highly experienced employees to the new generation of leadership and others in key positions without the loss of critical information. Lost productivity and lost expertise are minimized. Costs are controlled because internal talent with in-depth knowledge of the institution can be developed rather than recruited from the outside (Singer and Griffith, 2010, p. 7).

When experienced people leave organizations, they take with them not only the capacity to do the work but also the accumulated wisdom they have acquired. That happens at all levels and in all functional areas (Rothwell, 2005, p. xviii). In addition, an organization that recruits for leadership positions externally on a regular basis runs a much higher risk of losing their best internal talent, who see that they have little or no chance of long-term career growth within the organization. Additionally, there is a cost related to long transition time and initial learning curve that is usually associated with external hires that can be reduced by increasing internal hires who are already familiar with the organization, policies, culture, and the internal people network (Sims and Gay, 2006, p. 18).

Various authors highlighted the importance of succession planning, as it is considered as more than just planning for contingencies, it is used to provide an incentive for high-potential employees to stay with the organization and thus preserve future leadership capacity and thus increase retention rates of talented employees as one of the goals of the succession planning and management program (U. S. General Accounting Office, 2003, p. 18).

Decision makers have become aware of the need for succession planning as they scurry to find replacements, therefore, it is more necessary than ever for organizations to plan for leadership continuity and employee development at all levels (Rothwell, 2010a, p. xx), as it is believed to increase the probability of a successful succession (Sharma et al., 2003, p. 2).

Employers are doing succession planning formally and informally. Key benefits include (Mathis and Jackson, 2012, p. 114):

1. Having a supply of talented employees to fill future key openings.
2. Providing career paths and plans for employees, which aids in employee retention and performance motivation.
3. Continually reviewing the need for individuals as organizational changes occur more frequently.

Effectively managing succession planning yields many benefits, including the following (Rothwell et al., 2005, p. 31):

1. Enables the organization to assess its talent needs by establishing competency models or job descriptions.
2. Provides avenues for present and future succession planning and discussions about how to develop talent.
3. Defines career pathways through an organization.
4. Provides for a higher return on investment from employees.
5. Leads to the appropriate promotion and pre-selection of people to meet organizational goals.
6. It fosters cross-functional development and facilitates the integration of HR planning components, processes and procedures. Not only this, it supports connecting formats, guidelines, analyses, judgments and discussions at their front.
7. It establishes a logical basis for making choices among qualified candidates. Who should be selected, why they should be selected and what skills and competencies they own and what needs to be developed in them are critical factors while identifying the employees for succession planning.
8. The process establishes a specific connection between the business objectives and HR strategic planning. Along with this, it also increases internal promotion opportunities
9. It gives managers a clearer picture of people who might later qualify for key positions, and to ensure that high potential individuals received development plans to help them build their skills (Cheese et al., 2008, p. 207).

There are more examples of the values and benefits for developing a succession plan (Sims and Gay, 2006, p. 12):

1. Decrease the cost of external hires for leadership positions in the organization by increasing internal hires (through lateral and promotional career moves).

2. A shorter "learning curve" time period for new leaders who have been developed and prepared for management positions.
3. Retention of high potentials and successors.
4. The organization is prepared to deal with sudden, catastrophic losses of key people (Rothwell, 2010a, p. 375).

Integration of Succession planning with processes

There are processes that are closely associated with succession planning. Accordingly, in this section will examine how succession planning is integrated with strategic planning, leadership development, career development, recruitment and retention and these are as follows:

1. **Succession Planning and Strategic Planning:** Succession planning is a vital tool for implementing strategic plan and an important step to achieving goals. It is a way to ensure that organizations have the right people, in the right place, at the right time, doing the right work. Having a human resources plan that supports the organization's strategic plan (along with facilities, technology, budget, and other supporting plans) is a way to ensure that this happens (Singer and Griffith, 2010, p. 7).

In recent years, succession planning has become an important component of many organizations' strategic and future planning processes. Succession planning no longer centers on merely replacing vacancies as they arise. Today, succession planning is a more sophisticated approach that ensures continuous development of employees to fill key roles. Organizations are now moving and upgrading their succession management systems from a replacement mechanism to a more tactical mechanism that has a strong link between talent and organizational strategy (Fegley, 2006, p. 1).

Leading organizations use succession planning and management as a strategic planning tool that focuses on current and future needs and develops pools of high-potential staff in order to meet the organization's mission over the long term. That is, succession planning and management is used to help the organization become what it needs to be, rather than simply to recreate the existing organization (U. S. General Accounting Office, 2003, p. 10).

2. **Succession Planning and Leadership Development:** One of the key components of succession planning is leadership development (Fegley, 2006, p. 25). Succession planning can be an important part of development. Development can be thought of as growing capabilities that go beyond those required by the current job; it represents efforts to improve employees' ability to handle a variety of assignments. Development is beneficial to both the organization and the individuals (Mathis and Jackson, 2012, p. 350).

Talent assessment, talent review, succession planning and identification of high potentials are leadership development actions. The development of successors and high potentials is a critical part of talent management and leadership development functions of the organization (Sims and Gay, 2006, p. 6). Additionally, succession planning focuses on the development component of talent management (Howe, 2009, p. 54).

3. **Succession Planning and Recruitment:** There are generally only two ways to source talent. One is by developing people inside the organization, a process closely

associated with succession planning because it is the means of building enough bench strength to ensure business continuity. The other is by recruiting people from inside or outside the organization to fill vacancies.

Recruitment is generally understood to mean the process of sourcing qualified applicants to meet the employment needs of an organization; selection is the related process of identifying the best applicant to fill an existing vacancy. In the most general sense, recruitment focuses on finding as many well-qualified applicants as possible, whereas selection focuses on narrowing the list of qualified applicants to the one or more most suitable candidates to fill a given vacancy. Internal recruitment relies on individuals sourced from inside the organization; external recruitment relies on candidate sources from outside (Rothwell, 2010a, p. 287).

Effective succession plans will integrate both internal and external recruitment with internal development. It will do that by relying on comprehensive workforce planning that ties the organization's strategic objectives with the number and type (talents) of people required to achieve those results.

Many organizations encourage promotions from within because managers feel that such a policy will improve employee morale and encourage retention. There are additional benefits as well. First, the organization that promotes from within can examine the track record of existing employees more easily than they can check the references and get reliable information on off-the-street hires. Second, the cost of promoting from within is often lower than hiring from outside because the employer saves on the expenses associated with interviewing, orienting, and training. The amount of time and work lost while external applicants are being reviewed is also reduced, and insiders usually know the company culture, customers, and even internal politics better than do outside applicants (Rothwell, 2010a, p. 289).

Some competencies can be developed, but others must be selected. As a result, it is essential that development and selection efforts be integrated. During competency identification efforts, HR professionals and others may need to pinpoint which competencies can be developed and which must be selected (Rothwell, 2010a, p. 368).

4. Succession Planning and Retention: Employee retention is a key component of an effective organizational talent management strategy. Retention is logically related to succession planning. Few organizational leaders want to invest substantial time, money, and effort to recruit, select, orient, and develop their most productive and promotable people—only to see them lured away by other employers. Retention has emerged as a focus of much time and attention in talent management and succession planning.

Employee retention is commonly considered to mean the ability to maintain a stable workforce. It is often linked to morale and to organizational productivity. Retention is thus the opposite of turnover, a well-known concept that generally refers to the loss of people from the workforce. Retention is important for the simple reason that turnover is expensive. Among the costs of turnover are (Rothwell, 2010a, p. 298-299):

- a. The direct and indirect costs incurred due to someone's leaving.
- b. Recruitment costs to find a replacement.
- c. Training costs for a replacement.

- d. Costs of lost productivity while the replacement worker is being trained.
 - e. Direct and indirect expenses for a new hire.
5. Succession Planning and Career Development: Succession planning and career development can be a powerful combination that will offset weaknesses of the individual programs and enhance their respective strengths (Rothwell, 2010b, p. 54).

Succession planning and management initiatives emphasize developmental or "stretch" assignments for high-potential employees in addition to formal training. These developmental assignments place staff in new roles or unfamiliar job environment in order to strengthen skills and competencies and broaden their experience (U. S. General Accounting Office, 2003, p. 14).

Through succession planning, employee career paths can be tailored to individual needs that are consistent with organizational requirements (Mathis and Jackson, 1999, p. 50). The organization should identify individual developmental needs to prepare people for higher-level responsibilities that may be utterly unlike what they have done in lower-level jobs (Rothwell, 2010a, p. 60).

Organizations need to plan for the future of several key positions that are not in leadership roles but contribute significantly to the organization accomplishing its strategic goals or are difficult to recruit. Organizational succession planning and individual career planning are mirror images of each other. Succession planning and management helps the organization stay equipped with the talent needed to survive and succeed. On the other hand, individual career planning helps the individual establish career goals and prepare for meeting those goals, either inside or outside the organization. When training on Succession planning and management is tied to training on career planning, individuals are furnished with information about work requirements at different levels and in different functions or locations. They also learn about performance requirements in various job categories and about future success factors. With this information, they can establish their own career goals and take active steps to prepare themselves for advancement by seeking the appropriate training, education, and development experiences (Rothwell, 2010a, p. 185).

It should not be assumed that everyone wants to be promoted. Therefore, career planning programs can be very helpfully integrated with succession planning and management programs (Rothwell, 2010a, p. 156). Additionally, integrating a career development program with a succession program secures an organization's financial investment in human capital (Rothwell et al., 2005, p. 21).

Career planning programs help people plan for the future so that they can be flexible in a turbulent work environment, while succession planning programs help managers prepare for the future by developing people for key positions through organizations (Rothwell et al., 2005, p. 12).

The definition of career pathways is often an important by-product of assessing organizational needs, identifying key personnel, and establishing a succession planning effort aligned to the organization's strategic plan. Clarifying career pathways throughout an organization allows employees to understand where they currently fit in the business unit, and more importantly, where they can go in the

future if they take initiative to acquire essential competencies. Clear career pathways make it easy for individuals to see what they need to do to develop themselves to qualify for advancement. That also takes away a common cause for employee attrition. When career pathways have been clarified, managers can also better understand what coaching and other developmental experiences they must provide to their workers to help them qualify for advancement. That also makes succession planning more effective, thereby establishing credibility for the effort (Rothwell et al., 2005, p. 33).

Challenges of Succession Planning

Succession planning can be delicate. The process itself is sensitive in that it includes some people and excludes others. It can be interpreted as a proclamation to the organization that not all people are equal; that some are “worth” more than others are, particularly if the program is publicized. This may motivate the “chosen few,” but others may feel discouraged if the process is not positioned appropriately (Kubal and Baker, 2003, p. 22).

Many companies have historically taken their talent for granted. As a result, this is why organizations have had many problems (Howe, 2009, p. 59). Some of the challenges are as follows:

1. To tell or not to tell: The question of "To tell or not to tell" individuals that they have been identified as high potentials or successors in the organizations is one of the most controversial questions that talent management professionals wrestles with. Some organizations have a clear policy that high potentials will not be told of their selection in this category, and they depend on their managers to provide additional leadership development. Some organizations notify the high potentials so they can participate in special development and/or job assignment programs designed specifically for them. Other organizations really never make a clear decision or policy, leaving it up to the discretion of the managers (Sims and Gay, 2006, p. 53).
2. Lack of Management Commitment and Support: For succession planning initiatives to be effective, the organization must have a deep-rooted belief in the value of talent. To be successful—in both the short and the long term—there must be endorsement and full support from management. Leadership has to see the planning and development program as an important endeavor, one that requires focused attention and dedicated resources (Singer and Griffith, 2010, p. 16). If top management does not support the program, it will most probably fail, no matter how well thought out (Atwood, 2007, p. 71).

There are five key essential issues to the success of succession planning (Rothwell, 2010a, p. 56):

1. Succession planning is aligned with business strategy.
2. There is a way to assess leadership potential.
3. Involve people in planning for talent.
4. Use a combination of methods to develop people.
5. Cast a broad net for succession rather than assuming everyone should be promoted from within.

The point is that managers at all levels have a daily responsibility to get the work out and to build the competencies of their reports so that they are promotable. To that end, senior organizational leaders must establish accountabilities for talent development at

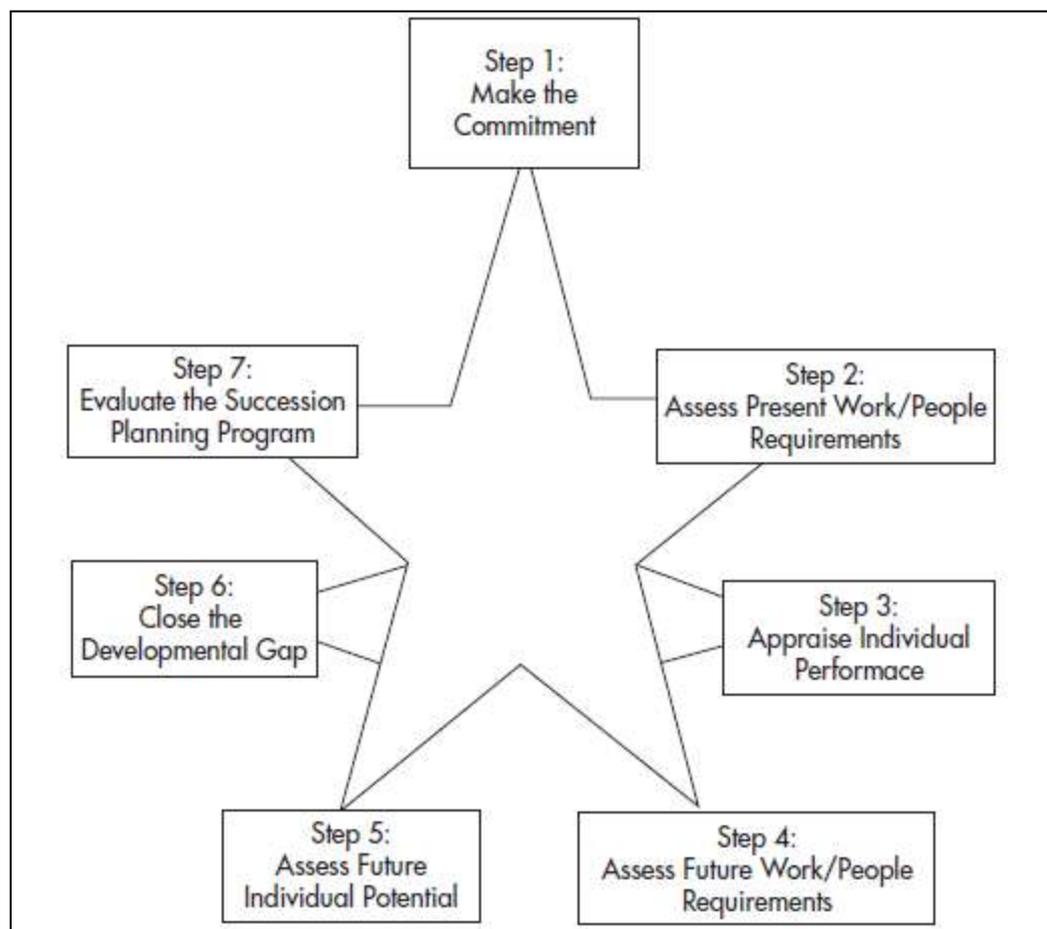
all levels. Managers may, for instance, be measured through their key performance indicators on how many promotable workers they attract, develop, and retain in their areas of responsibility. It is worth emphasizing that operating managers actually have the most important daily role to play because what they do influences workers' decisions to stay, to leave, or to develop themselves. Managers also influence, through the encouragement they give or hold back, how workers see and feel about themselves (Rothwell, 2010a, p. 133).

Models of Succession Planning

There are succession planning models designed especially to meet the expectation and hopes of organizations and part of them are described as follows:

1. The Seven-Pointed Star Model for Systematic Succession Planning and Management: The below illustrated model in Figure (4) summarizes the foundation for many best-practice SP&M programs in many organizations as organizations settings vary by culture and top management values and one way is to follow a "seven-pointed star model for systematic succession planning and management."

Figure (4): The Seven-Pointed Star Model for Systematic Succession Planning and Management



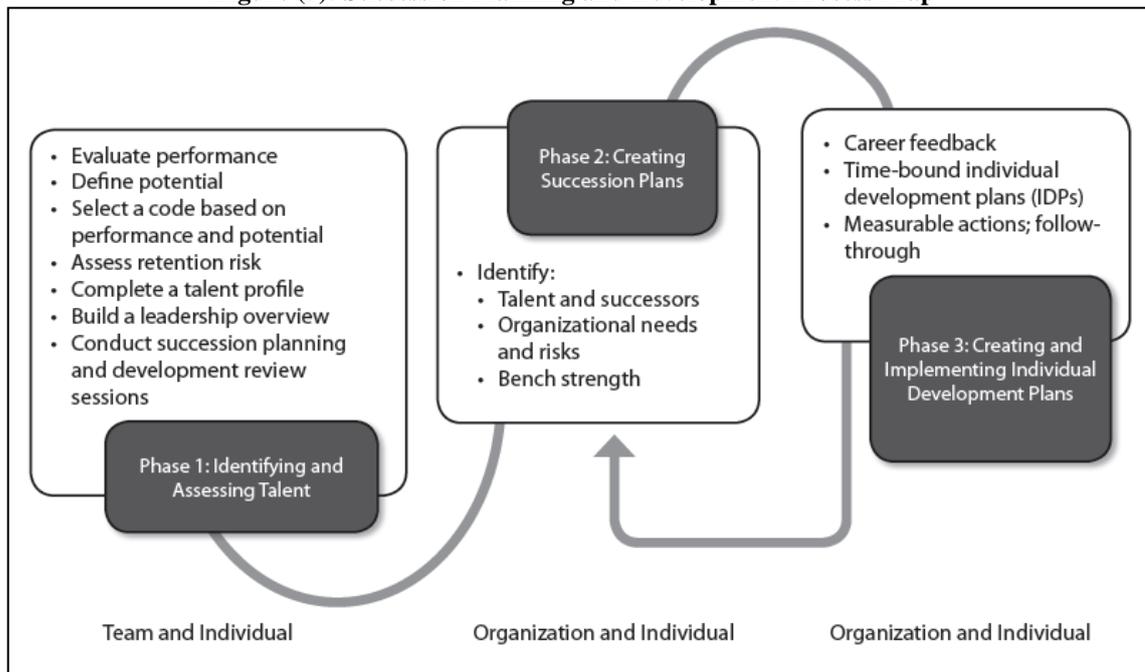
Source: Rothwell, William. J. (2010a). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. 4th ed. New York: American Management Association. P.83

The steps of this model are explained below (Rothwell, 2010a):

- a. Make the Commitment: The organization's decision-makers should commit to systematic SP&M and establish an SP&M program. In this step the organization's decision-makers should:
 - Assess current problems and practices.
 - Assess and demonstrate the need for the program.
 - Determine the organization's exact SP&M program requirements.
 - Link the SP&M program directly to organizational and human resource strategic plans.
 - Benchmark SP&M practices in other organizations.
 - Clarify the roles of different groups in the program.
 - Formulate a program mission statement.
 - Write a policy and procedures to guide the program.
 - Identify target groups to be served by the program.
 - Establish program priorities.
 - Prepare an action plan to guide the program.
 - Communicate the action plan.
 - Conduct SP&M meetings as necessary to unveil the program and review progress continually.
 - Train those involved in the program as necessary.
 - Counsel managers about SP&M problems in their areas of responsibility.
- b. Assess Present Work/People Requirements: Decision-makers should assess the present work requirements in key positions. Only in that way can individuals be prepared for advancement in a way that is solidly grounded on work requirements. In this step, decision-makers should clarify where key leadership positions exist in the organization and should apply one or more approaches to determining work or competency requirements.
- c. Appraise Individual Performance: How well are individuals presently performing their jobs? The answer to this question is critical because most SP&M programs assume that individuals must be performing well in their present jobs in order to qualify for advancement. As part of this step, the organization should also begin establishing an inventory of talent so that it is clear what human assets are already available.
- d. Assess Future Work/People Requirements: What will be the work or competency requirements in key leadership positions in the future? To answer this question, decision-makers should make an effort to assess future work requirements and competencies. In that way, future leaders may be prepared to cope with changing requirements and organizational strategic objectives.
- e. Assess Future Individual Potential: How well are individuals prepared for advancement? What talents do they possess, and how well do those talents match up to future work requirements? To answer these questions, the organization should establish a process to assess future individual potential. That future-oriented process should not be confused with past- or present-oriented employee performance appraisal.

- f. Close the Developmental Gap: How can the organization meet SP&M needs by developing people internally or using other means to meet succession needs? To answer this question, the organization should establish a continuing program for leadership development to cultivate future leaders internally. Decision-makers should also explore alternatives to traditional promotion-from-within methods of meeting succession needs.
 - g. Evaluate the Succession Planning Program: To improve, the SP&M program must be subjected to continual evaluation to assess how well it is working. That is the seventh and final step of the model. The results of evaluation should, in turn, be used to make continuous program improvements and to maintain a commitment to systematic SP&M.
2. Model of Succession Planning and Development Process Map: This is a three-phase process that strengthens an organization by guaranteeing that the career moves of high-potential and talented staff are planned and designed to develop leadership and fill the key positions needed in the short and long terms.

Figure (5): Succession Planning and Development Process Map



Source: Singer, Paula M. and Griffith, Gail (2010). *Succession Planning in the Library: Developing Leaders, Managing Change*. Chicago: American Library Association. P48.

This process consists of phases and is explained as follows (Singer and Griffith, 2010, pp. 48-68):

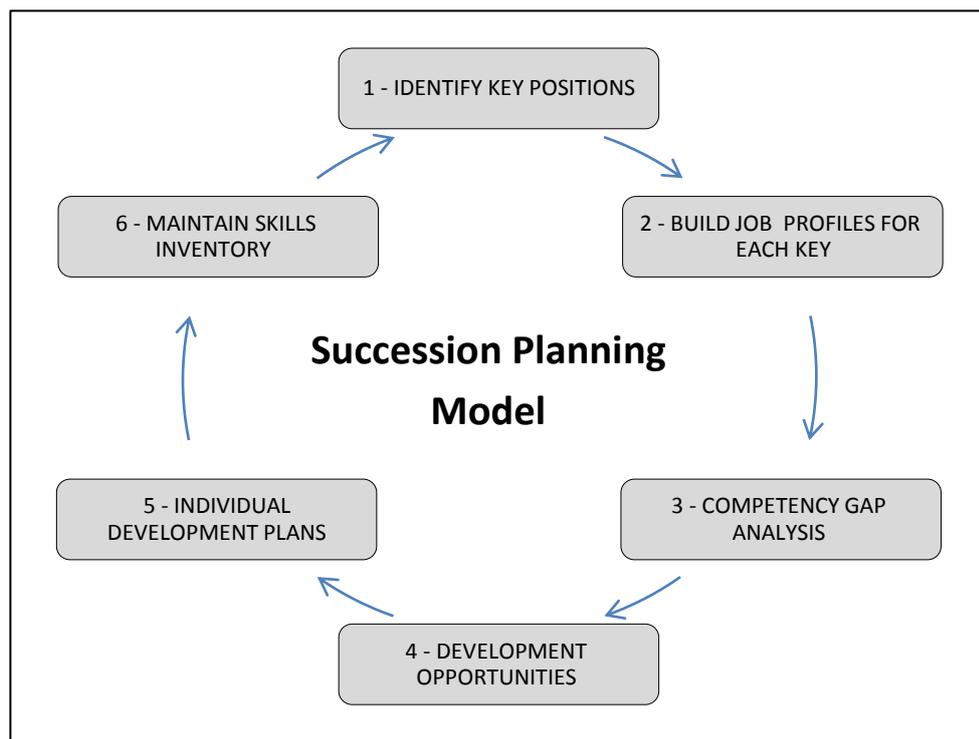
- a. Identifying and Assessing Talent: One of the key (and hardest) aspects of any succession management and development process is talent identification. In the first phase of the process, identify employees with the potential (often called “high potentials”) for success in filling key roles, including leadership, and develop a talent profile for each. This phase consists of the following steps:
 - Evaluate Performance: The first step of assessing talent requires an accurate, completed performance appraisal for each employee. It would be

shortsighted to build a talent profile on potential alone; performance ratings/profiles must be included as well.

- **Define Potential:** In this next step the organization determines the ability and motivation of individual staff members to take on new or more senior roles in the short and long terms. Leadership can obtain a picture of its entire workforce and examine employees' potential and possibilities for development, change, lateral transfer, or promotion. During this step, leadership and HR are able to focus on the individual's key talent and ability for growth and increased contributions within the organization.
 - **Select Code Based on Employee's Performance and Potential:** At this point, a rating for performance (low, medium, or high) and one for potential (low, growth, or high) have been determined. Now it is time to determine a code that takes both ratings into account. Coding makes it much more likely that staff are evaluated consistently and on the same terms.
 - **Assess Retention Risk:** Now, it is time to assess the degree of risk that the staff person might leave the organization in the next year. It is suggested that you identify the level of risk as high, medium, or low (H, M, L) and enter it on the individual talent profile. High risk implies that the manager or others believe the person will not be in her current job for the next year, medium that she may not be, and low that she likely will remain in her current position for the next twelve months. Your reason for selecting a high/medium/low risk factor can be based on knowledge you have or on your intuition.
 - **Complete the Talent Profile:** The step is to complete the talent profile forms to create in-depth, individualized profiles. You have already entered results from the assessments you have completed to date regarding performance, potential, and risk. Now be sure you have collected information from prior performance reviews and the individual's résumé. The completed profile serves as basis for discussion in the succession planning committee meeting.
 - **Build Leadership Overview:** The step is to create a talent summary of the organizational leadership team or any group under consideration. You can create the overview from the information listed in the individual talent profiles. The resulting overview provides a comprehensive, high-level view of top talent and the multiple leadership opportunities available.
 - **Conduct Succession Planning and Development Review Sessions:** The succession planning committee meets to review employees with an eye toward growing leaders and providing development opportunities to maximize their potential at the library. At the review sessions, the committee uses the completed individual talent profiles and leadership overviews to move into phase two of the process-creating succession plans.
- b. **Creating Succession Plans:** This is the second phase of this model in which leaders create succession plans on the basis of organizational needs, goals, and priorities as well as individuals' performance, potential, ability, and motivation. To accomplish this, they utilize the documents completed in phase one to prioritize needs and potential candidates to fulfill these needs. Leadership evaluates organizational needs in the future through the risk assessments and anticipated retirements to identify bench strength and internal candidates for positions.

- c. **Creating and Implementing Individual Development Plans:** This is the third phase of the succession planning and development process map model:
- **Feedback Styles:** In the context of career development discussions and feedback, it is important to know the person to whom feedback is being given and to account for personal style, needs, and motivations when planning these conversations.
 - **Individual Development Plans (IDP):** Development plans are based on thoughtful feedback, the individual's career interests, and organizational needs. A time-bound development plan assists in closing the skill and competency gaps between an employee's current role and next position, be it a lateral or promotional opportunity. By creating an IDP, managers are able to identify specific activities and opportunities for each individual on their staff. It is suggested that, once the areas of development to focus on have been determined, development activities should be structured to include a variety of approaches, including on-the-job experiences (70 percent), relationships (20 percent), and education (10 percent).
3. **Succession Planning Model:** Succession Planning identifies necessary competencies and works to assess, develop, and retain a talent pool of employees in order to ensure a continuity of leadership for all critical positions.

Figure (6): Succession Planning Model



Source: Motor Carrier Passenger of Council of Canada. (n.d.). Retrieved July 19, 2012, from <http://www.busgurus.ca/en/page/workforce-succession>

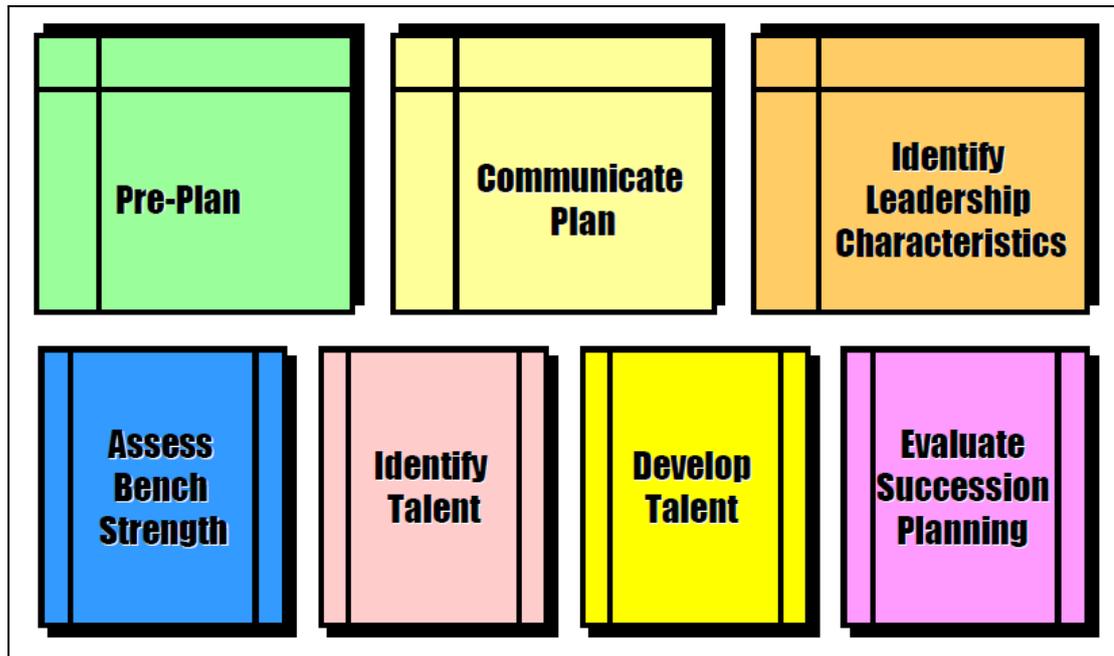
This model consists of seven steps and they are explained as follows:

- a. **Identify Key Positions:** Succession Planning identifies necessary competencies within key positions that have a significant impact on the organization. Criteria for key positions may include:
- Positions that require specialized job skills or expertise.

- High-level leadership positions.
 - Positions that are considered “mission-critical” to the organization.
- b. **Build Job Profiles for each Key Position:** Determine the key success factors of the job and how proficient the job holder would need to be. This information can be obtained several ways, including performing job analysis or gathering critical information during the performance appraisal process. The information that should be gathered includes the knowledge, skills, abilities, and attributes that the current employee in a position possesses that allow for the competent and efficient performance of the functions.
- c. **Development Opportunities:** This step includes the following:
- Assess the abilities and career interests of employees.
 - Candidates should demonstrate high potential or ability that will enable them to achieve success at a higher level within the organization. Preferably, the list of possible replacements should be stored in a database so that the organization can easily track candidates.
- d. **Competency Gap Analysis:** This step includes the following:
- Using the job profile of competencies determine the tool required to gather data on current employee competencies for the key positions.
 - Analyze the difference between current employee competencies and future needs.
 - Document findings for development opportunities.
- e. **Individual Development Plans:** This step includes the following:
- Design a plan for each candidate: Developmental plans should be available for candidates and then incorporated into their performance management plans. Plans may include identifying career paths for high-potential candidates and others who have the interest and ability to move upward in the organization.
 - Provide development opportunities: This can be accomplished through job assignments, training, or job rotation, and it is one of the best ways for employees to gain additional knowledge and skills.
- f. **Maintain Skills Inventory:** This last step includes the following:
- Continually monitor skills and needs to determine any gaps and develop plans to meet deficiencies.
 - Keep an inventory of current and future needs and maintain the information for individual and group development.

4. Flexible Succession Planning Model:

Figure (7): Flexible Succession Planning Model



Source: Georgia Merit System (2005). Georgia's Flexible Succession Planning Model: Growing Tomorrow's Leaders Today. Retrieved September 10, 2012, from http://www.spa.ga.gov/pdfs/sp/sp.ga_sp_model_manual.pdf

This model was developed especially for Georgia organization. Therefore, the model is described and presented in brief as follows:

- a. Pre-plan: Preplanning is the planning done before the creation of the action plan. It involves identifying members to serve on the succession planning team, establishing the objectives of the succession planning program, and designing the program. An action plan is created after these elements have been established. Accordingly, the components of this step are as follows:
 - Select Succession Planning Team: Organization executives should have a visible role on the succession planning team, which demonstrates their commitment to the program. Human Resource professionals should also serve on the team as technical experts in the area of succession planning. Additionally, organization strategic planners should serve on the team to ensure that the program is aligned with strategic goals and objectives. People with institutional knowledge should be members of the team to provide historical insight about the organization.
 - Establish Program Objectives: When establishing the objectives of the succession planning program, the organization should consider its mission, strategic goals, relevant workforce planning data, and the impact of the program on current HR practices.
 - Develop Program Design: The Flexible Succession Planning Model provides a basic framework for designing a Succession Planning program. The steps in the model may be modified to fit your organization's needs and available resources.
 - Create Workforce Strategy Action Plan: The workforce strategy action plan is similar to an implementation or action plan. It is a formal plan that identifies specific actions to be taken, persons responsible, and timeframes

for completing each step in the succession planning process. Progress on the workforce strategy action plan should be reported on an annual basis.

- b. **Communicate Plan:** A communication strategy is established to inform stakeholders about the purpose and value of succession planning and the objectives and specific contents of the agency's program. This step includes the following:
 - **Establish the Goals of the Communication Plan:** The communication plan, at a minimum, should help stakeholders understand the definition of succession planning, why it is important, the intent of the program, and how it will be implemented.
 - **Identify Target Stakeholders:** In most cases, the succession planning program will have four target stakeholders: organization executives, HR professionals, line managers, and employees. An effective communication plan should consider each audience's level of awareness related to succession planning, key issues and concerns, and relevant benefits of the program.
 - **Choose Communication Channels:** The key is to choose the most effective method for the targeted audience.
- c. **Identify Leadership Characteristics:** The scope, competencies and proficiency levels, and results required for each leadership level (e.g., senior, mid-level, front-line) are identified. These characteristics will be used as the basis for assessing, developing, and selecting future leaders. Competencies are defined as underlying characteristics such as knowledge, skills, abilities, motives, traits, self-concept, and behaviors that allow people to effectively perform on the job. Therefore, establishing a competency model includes: identify subject matter experts, define common responsibilities, identify generic competencies associated with common responsibilities, determine the most important competencies and identify proficiency levels needed for each competency.
- d. **Assess Bench Strength:** The reviewing manager determines the number of critical leadership positions that have at least one person ready to successfully assume the role and responsibilities of each position. Bench strength is defined as an organization's ability to fill key leadership positions from within. Bench strength assessments help organizations to identify strengths and areas where talent gaps are currently or will exist in the future.
- e. **Identify Talent:** Each individual is assessed against leadership characteristics (e.g., scope, competency proficiency, and results) to determine who will participate in the development pool and identify individual learning needs. Organizations are encouraged to implement a systematic process to distinguish between qualified applicants and the employees who should be given the greatest consideration for participation in a leadership development program. A systematic leadership talent assessment process should provide information regarding an employee's potential for greater leadership, strengths, and areas for development. The primary goal of the talent assessment process is to identify "high potentials". Accordingly, the Talent assessment process consists of two phases:

- Pre-Screen Candidates: Ideally, organizations should determine the number of employees who will participate in the development pool during the pre-planning phase. This number should be primarily based on organizational resources. To ensure that the selection process for entry into the development pool is fair, it is very important that organizations establish the number of participants in the development program prior to conducting formal assessments. This first phase consists of the following:
 - Prescreening: It is an initial assessment of candidates based on minimum requirements. The purpose of this assessment is to screen out candidates who do not meet the minimum criteria for entry into the development pool. Well written minimum entry requirements will help to identify a diversified pool of qualified candidates for employees for formal assessment which is the 2nd phase of assessment. Prescreening can be conducted through self-nominations or management nominations.
 - Self-Nomination: Candidates express their interest in participating in the succession planning program by submitting an application, letter of interest or recommendation, or other relevant information.
 - Management Nomination: Managers or an internal review committee nominate candidates for participation in the development pool.
 - Formal Assessment: Applicants who have the minimum entry requirements are formally assessed against pre-established leadership characteristics (e.g., competency proficiency, scope of operation, and leadership results) associated with a specific leadership level.
- f. Develop Talent: Development activities are identified to address organizational and individual learning needs. In this step, development strategies are identified for members of the development pool to increase competency levels, improve leadership results and increase pool participants' capacity to think and function at a greater scope. A systematic development approach ensures that the program will focus on helping the organization to achieve the overall objectives of the succession planning program – a readied supply of capable leaders. Basics of leadership development include:
- Develop Goals for the Pool.
 - Identify Development Activities.
 - Create an Individual Development Plan (IDP).
- g. Evaluate Succession Planning: The design, implementation, and outcomes of the program are assessed to determine how well the program is working. Evaluation is important for the following reasons:
- Clarifies worth and justifies funding.
 - Demonstrates program's effectiveness.
 - Identifies flaws.
 - Used to improve program components.
 - Documents program accomplishments.

Evaluation process consists of the following:

- Assemble Evaluation Team: Team members could include HR staff, key line managers, and executive staff.
- Review Measures: Measures are needed in order to establish a point of reference for program objectives. Measures typically fall into one of two

categories; process measures evaluate “how the program is evolving” and outcome measures evaluate “what happened at the end.”

- Gather Information: Common methods include questionnaires, surveys, interviews, focus groups, tests, and existing data.
- Make Sense of the Information: Data analysis techniques will be determined for the most part by the type of evaluation questions that are to be answered.
- Communicate Findings and Recommendations: The results of an evaluation can be verbal or written. Evaluations should include a report of both successes and areas for improvement as well as recommendations that are direct, feasible, and attack problems, not symptoms.
- Use the Recommendations: Identify an action plan to make program improvements. Implement practical and cost effective processes. Identify and implement improvements that incorporate organizational standards and best practices.

In conclusion, systematic succession planning and management may vary due to national and organizational culture and management values. Each one of the presented models is designed to meet the expectations of each organization which lists the characteristics that are found in the succession planning and management program.

The Seven Pointed Star Model consists of seven steps that summarize typical problems afflicting succession planning and management programs and suggests possible solutions to them. This model is distinguished from the other models by stating the organization's decision makers' commitment in the first step; this is not mentioned in the other models.

The Model of Succession Planning and Development Process Map focuses upon identifying high potential employees in order to develop them to fill the key positions needed in the short and long term. This model contains more details thanks to the Seven Pointed Star Model.

The Succession Planning Model focuses upon identifying the necessary competencies within critical positions. This model is similar to the model of Succession Planning and Development Map in which both focus upon creating individual development plans.

Finally, the Flexible Succession Planning Model is more detail oriented in regards to its writing than the other three models; each step is explained with attention. Moreover, this model is distinguished from the other models due to the necessity of the inclusion of a communication plan that informs the stakeholders about the succession plan and the importance of implementing it.

Developmental Strategies of Succession Planning

Management development is an attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills. It tends to emphasize longer term development and to focus on developing the capabilities of current and future managers.

It is worth mentioning that organizational leaders do not commit to promote anyone in a talent pool but do make planned development available to them. The goals are thus to maintain flexibility of choice for actual promotions while identifying those who are

willing to prepare themselves for future, perhaps higher-level, responsibility and to manage their development carefully (Rothwell, 2010a, p. 266).

Leadership training and development programs are important to succession planning and can be conducted in a variety of ways, including coaching, job rotation, mentoring, action learning, job enrichment, and acceleration pools. The internal development approaches to successors can be explained as follows:

1. **Coaching:** This approach is particularly useful for developing improved job performance and involves day-to-day discussions between the manager and the individual. Moreover, coaching can be applied for many purposes to correct deficiencies in performance or to build skills. It is important to succession planning and management because it can be an important tool in grooming prospective successors for the future (Dessler, 2008, p. 312).
2. **Job Rotation:** Job rotation is a management training technique that is used as a learning mechanism. This approach means moving management trainees from department to department to broaden their understanding of all parts of the business and to test their abilities through identifying their strong and weak points.
3. **Mentoring:** A mentor is simply a teacher, and mentoring is thus the process of teaching others. It involves moving to other jobs within the organization. Mentors can help build bench strength and talent in organizations by providing support to others to build their competencies in line with organization needs. Therefore, mentoring can help build bench strengths. Moreover, mentoring plays a role in succession planning and management; in closing developmental gaps between the competencies that individuals possess now and what they need to qualify for advancement (Rothwell, 2010a, p.268).
4. **Action Learning:** Action learning is practical way to build competencies as individuals learn while doing. It literally means "learning through action". Action learning focuses on solving problems, creating visions, seeking goals, or leveraging strengths. Participants in action learning are assembled to work on a practical real-world problem. They are chosen based on individual abilities that will contribute to the developmental need to be met. Furthermore, learning through action serves to help employees develop critical competencies. Action learning has also been used to select, assess, and develop stars and high-potential employees to new levels of knowledge, skills, experience, and competencies (Singer and Griffith, 2010, p. 72).
5. **Job Enrichment:** This involves expanding present responsibilities to include a wider variety of assignments and duties. It is effective for improving both skill and knowledge area, but should be limited to those who already are effective in their present positions, since it requires expanding work performance rather than simply adding more of the same work (Buckner and Slavenski, 2000, p. 9).
6. **Acceleration Pools:** An acceleration pool is a group of people who are being quickly and systematically prepared for possible promotion. A simple way to understand it is as a "talent pool on steroids," a group of people who are being developed faster than is typical to meet some need of the organization (Rothwell, 2010a, p. 257).
7. **Off-the-Job Activities:** Learning that takes place in a non-job related environment is considered an off-the-job learning activity. Examples of off –the –job activities where learning may take place include participation in professional and /or community organizations or involvement in activities of personal growth and interest.
8. **Formal Training:** Classroom training, lectures, computer-based learning and e-learning are all examples of formal training. Formal training is typically used to

introduce a new concept or theory or to explain the importance of a particular topic. This type of training is most effective when coupled with experience sharing and role-playing.

To sum up, developmental activities are sponsored by the organization and that are intended to help an individual qualify for advancement by closing the gap between present work requirements/performance and future work requirements/potential. Indeed, it is the means by which individual potential is realized as the future unfolds in the present.

Section Three: Non-Governmental Organizations (NGOs)

Introduction

Palestinian NGOs comprise a vital part of the Palestinian community, in terms of their role in service delivery and the socio-economic development process. They exist as a major pillar of Palestinian civil society on which the responsibility of protecting citizens' interests, providing them with platforms for self expression, and reaching out with their services to the poor and marginalized (DeVoir and Tartir, 2009, p. ii.).

Since the beginnings of the last century, NGOs played an integral role in the Palestinian struggle for liberation and development. The development process of NGOs was linked to the changing socio-political environment in Palestine which was associated with the development of Palestinian civil society concepts. It was characterized by a remarkable level of creativity and steadfastness within a highly complex set-up (The Code of Conduct Coalition et al., 2008, p. 7).

The Palestinian NGOs sector was prolific during the First Intifada of 1987. However, drastic changes occurred following the establishment of the Palestinian National Authority (PNA) in the functioning of the NGOs both politically and sociologically. As such, the vision and mandate of the NGOs had to be accommodated to the new developments. In addition to the essential role of NGOs in socioeconomic development, it was instrumental in relief activities with the unfolding events. It proved to be capable of operating under a complex environment and adapt remarkably with a distinctive performance in providing basic services.

Under such exceptional circumstances, the NGOs were keen to upgrade and broaden the range of services with a greater impact on Palestinian development. This is revealed through self-awareness of its community role. Although there is a disparity within the outlook of various NGOs, there is a consensus as to the centrality of its role in the process of development and liberation. The true challenge is the ability to proceed with the mission and effectively contribute in the formation of the Palestinian society.

Definition of NGO

Non-governmental organizations are non-profit and voluntary citizens' groups operating on a local, national or international level (Kang, 2011, p. 223). The term NGO includes charitable societies, development oriented non-governmental organizations, community-based organizations (CBOs), and other non-profit groups organized to serve public interest. These NGOs have carved a space for themselves between the community, the government, donors, civic groups, traditional Palestinian organizations, and the international community. These NGOs are in a strategic position to influence the future of Palestinian society (NGO Development Center, 2009, p. 12). Moreover, the definition of NGOs used by the World Bank includes "private organizations that pursue activities to relieve suffering, promote the interests of the poor, provide basic social services, or undertake community development" (World Bank and Bisan Center for Research and Development, 2006, p. 17).

Palestinian NGOs are independent bodies established by no less than seven persons in order to achieve legitimate objectives for the public welfare on a non-profit basis. An NGO should be characterized by independence, freedom, voluntarism and the accomplishment of public welfare. It must be legally registered at the Palestinian

Ministry of Interior according to the Charitable Societies' Law carrying No. 1 which was issued in the year 2000 (**The Code of Conduct Coalition, 2008, p. 2**). According to this law, an NGO is also defined as "any charitable association or civil society organization with an independent judicial character, established upon the agreement of no less than seven persons to achieve legitimate objectives of public concern, without aiming at financial profit-making or other personal benefit for the members" (**DeVair and Tartir, 2009, p. 30**).

Standards for categorizing organizations as Palestinian NGOs were developed; they include (**DeVair and Tartir, 2009, p.78**):

1. To be of official legalized presence: meaning an institutionalized presence for the organization. The organization must have a headquarters, an administrative and financial system, a membership system, clear objectives, and a long-term operation program that distinguishes it from a temporary gathering of people.
2. To be independent: meaning to be institutionally separate from the government, be of dignified character and self-governed, as opposed to controlled by an external power.
3. To be a non-profit organization: it should not have the objective of seeking profit for its members. If some of its programs seek profit, the purpose should be to serve the non-profit objectives of the organization.
4. To contain a reasonable degree of voluntary participation: this should be either in its administration or in its activities and can include the activities of steering committee or Board of Trustees.
5. To be un-inheritable: this means that membership should not be based on blood relations and positions of power are not inherited.

Evolution of Palestinian NGOs

NGOs are not a new feature of Palestinian society. Civil society, of which NGOs are just a part, existed in Palestine since before the Ottoman Empire. Among the most common type of civil society organization that emerged early in the history of modern Palestine is the charitable societies that started their activities at the turn of the 20th Century under a legal framework instituted by Ottoman law. Under the Turkish-Ottoman rule, the cultural societies and various clubs emerged for the purpose of advocating for public policy issues as well as to gain public support for their goals. These were traditionally based on religious and family affiliations and were led by prominent families (**Songco et al., 2006, p. 14**).

Political-type NGOs probably find their roots during the Jordanian/Egyptian rule when Palestinians in the West Bank and Gaza Strip established a variety of professional and charitable organizations to cater to the needs of specific constituencies and either assist, complement or oppose the ruler's practices. The leaders of these organizations no longer came from traditional prominent family backgrounds but from a new breed of educated political elite.

The next generation of NGOs played a crucial role during the period of Israeli occupation. The charitable associations re-emerged to cater to the pressing need for basic services of the Palestinian population under a new authoritarian ruler. It was during this period, particularly during the First Intifada, that development and justice NGOs-those that provided services to the poor and marginalized in the context of social injustice, came to the fore. Charitable institutions and development NGOs saw to these

needs independent of the occupier and promoted the virtues of steadfastness and resistance among the people.

Between these periods, a host of other civil society groups became part of Palestinian life: popular organizations (women's groups, labor unions, voluntary work movement); development organizations (agriculture and health committees); research, media and human rights organizations; and special interest groups (e.g. for people with disability, elderly, etc.). However, it is the charitable societies that are most numerous, even up to the present time, because they address essential needs of the population.

The periods during the two Intifadas highlighted the critical role of NGOs. In the absence of a fully functional government, they became the main channel of resources from donor countries and Arab neighbors to those who were adversely affected by the conflict. Unity was created among different types of civil society organizations with the single purpose of surviving the occupation. Unfortunately, this unity of purpose was disrupted by changes in the political landscape. The creation of the Palestinian National Authority (PNA) as a central ruling authority prompted the resurgence of traditional, conservative and patriarchal values. By the Second Intifada these traditional systems had dominated the PNA which disregarded the mode of popular participation and decision-making that had characterized social response during the First Intifada.

The creation of the PNA had a major impact on the role of NGOs. There are three phases in the relationship between NGOs and the PNA. The first stage (immediately after the creation of the PNA) was characterized by uncertainty in the role of NGOs. The new government recognized the value of the services provided by NGOs which it knew it could not fully provide. At the same time, it regarded NGOs as competitors in the performance of government's fundamental role of delivering basic services. The second phase is characterized by mutual acceptance as dialogue between the two sectors was initiated. In this period, NGOs started their political discourse on the role of civil society, democracy and the rule of law. This brought about a shift in the nature of funding coming their way from service delivery to programs focusing on gender, democracy and human rights. The third phase is characterized by some collaboration where, for instance, NGOs and the Palestinian Legislative Council collaborated to craft the NGO Law.

Today, Palestine has a thriving civil society. Organizations are classified into two: traditional social institutions which includes tribes, clans, extended families, urban, rural familial and sectarian networks and religious groups; and modern institutions which include political parties, charitable societies, trade unions, professional associations, women's associations, NGOs, media and advocacy groups and other service-providing organizations. While this healthy activity of NGOs has made Palestine a pluralistic society, it has also caught it in the interaction between the modern institutions pushing for contemporary values of democracy, equity and rule of law and the traditional institutions upholding customary practices and filial relations.

No matter how they are categorized, NGOs continue to play an important role in maintaining social cohesion, in ensuring that the poor obtain their basic needs, promoting steadfastness among the population, and continuously articulating the social aspiration of the search for a genuine Palestinian state (Songco et al., 2006, p. 15).

Classification of Palestinian NGOs

According to the Palestinian Ministry of Interior, the registered number of NGOs in the Gaza Strip reached 853 organizations. NGOs are classified by governorate and field of activity and they are illustrated in the following tables:

Table (1)
Classification of NGOs by Governorate

No.	Governorate	No. of NGOs
1	North	121
2	Gaza	465
3	Middle Area	96
4	Khan-Younis	97
5	Rafah	74
Total No. of NGOs		853

Source: Information provided by the Ministry of Interior, Department of Public Affairs (10/3/2013)

Table (2)
Classification of NGOs by Field of Activity

No.	Field of Activity	No. of NGOs
1	Disabled	28
2	West Bank Branches	5
3	Syndicate	40
4	Environment	12
5	Women and Child	46
6	Culture	75
7	Foreign	63
8	Tourism and Antiquities	2
9	Social Services	392
10	Agriculture	33
11	Education	18
12	Higher Education	15
13	Family and Tribal	9
14	Human Rights	10
15	Medical	44
16	Graduates	7
17	Friendship	3
18	Youth and Sports	51
Total No. of NGOs		853

Source: Information provided by the Ministry of Interior, Department of Public Affairs (10/3/2013)

Role of Palestinian NGOs

NGOs at various levels often form partnerships to work together for community development. The partnerships typically involve working together through ongoing negotiation, communication and sometimes debate or conflict, based on an equal power relationship. NGOs at different levels – international, national and local – learn mutually, and their role can change according to changing needs or circumstances. NGOs are widely regarded as empowering people because they support local people initiating the development process, as well as related participatory approaches. NGOs try to involve people in the process through raising local awareness, forming groups, building leadership and providing training in management skills, in addition to providing content for the programs and activities delivered by organizations. NGOs

further aim for disadvantaged individuals and groups to have more control over local and national decision-making and resources (Kang, 2011, pp. 225-226).

The implementer role of NGO is concerned with the mobilization of resources to provide goods and services to people who need them. The service delivery role embodies a very wide range of activities carried out by NGOs in fields as diverse as healthcare, microfinance, agricultural extension, emergency relief and human rights. Moreover, a particular NGO is rarely confined to a single role, and many organizations engage in all three types of activities at once (Lewis and Kanji, 2009, pp.12-13).

NGOs fill the following significant roles (NGO Development Center, 2009, p. 13):

1. Pursuing the role of providing emergency and developmental services to the Palestinian people.
2. Affecting and influencing legislation and public policies of the PNA.
3. Enhancing cooperation, coordination, networking and consultation among various civil society institutions and organizations, the private sector, donors and United Nations entities in order to guarantee a real and fruitful development process.
4. Develop institutional and organizational capabilities as well as the human resources of NGOs.

There are other roles (Songco et al., 2006, pp. 18-19):

1. Asserting and Advancing National Sovereignty: NGOs are expected to engage in the formulation of a national political agenda that addresses the issue of occupation while positioning the nation on a path to development within and beyond this regime. NGOs are expected to promote economic livelihood and self reliance so that poor Palestinians will have the facility to survive the difficulties while participating in shaping a national economy and patrimony in their own small way. They are also expected to promote pro-poor development and empowerment strategies that will make people aware that their dire situation is an opportunity to craft a development strategy that will ensure equality but also affirm the need to give the poor more opportunities to catch up. Finally, NGOs are also expected to promote political, social, and cultural dialogue and consensus building among people that are slowly being fragmented by divergent interests.
2. Delivering Basic Services: NGOs should also participate in the formulation of a national agenda for development and ensure the equitable allocation of resources. They are particularly expected to ensure the availability and accessibility of basic services to the poor and marginalized. At the same time, NGOs are expected to fill the gap and complement government services while coordinating with government to ensure that limited resources are efficiently utilized and competences are evenly applied. NGOs are believed to have the capacity to promote economic livelihood and employment opportunities which is essential in enabling families to survive while keeping the local economy functioning.
3. Strengthening Civil Society: NGOs are expected to advocate for formulation of laws and regulations in protecting human rights and democracy. Since there is increasing demand for services amidst declining funds, NGOs are expected to play a leadership role by promoting coordination among different service providers, and strengthen public institutions to promote the rights of the poor to access basic services, create equity, protect citizens' rights and strengthen democracy even amidst unstable conditions. NGOs are seen to have the opportunity to promote the national agenda towards international community.

4. **Championing people's empowerment:** This would include: building the community's awareness on the dynamics of national and local issues, building the community's capacity to participate in formulating policies and priorities at national and local levels, promoting an enabling environment to encourage people to participate in local decision-making processes.

Limitations and Pitfalls of NGOs

The increasingly high profile role of NGOs in responding to national problems has also made them vulnerable to criticisms from different sectors. The following are the limitations of NGOs (Songco et al., 2006, pp. 15-17):

1. **Impact of Aid:** The most common accusation against NGOs is that they have become extension of donors. Owing to their effectiveness as service delivery agents under a regime of weak government, many NGOs are said to have focused on delivering services using donor funds and have become less concerned about their responsibility. This has also made NGOs aid dependent and, according to some, tools of varying agenda of donor agencies. Such dependence has led to a dominance of donors' agenda and has, apparently, led to NGOs becoming less flexible in pursuing their own priorities and becoming more donor-controlled. Some NGOs are said to be constantly changing their priorities and program focus just to capture donor funds.
2. **Inefficiency:** Another common criticism against NGOs is that the funds that they receive are not commensurate to the services they provide. They are also accused of duplicating government services and of competing with government for precious donor funds. The private sector feels that there are already too many NGOs, many of whom are doing the same thing.
3. **Competition among NGOs:** There are growing competitions for donor funds among NGOs, particularly between big and small ones. Sometimes there is competition between professional (intermediary) NGOs and some of their beneficiary organizations. The reality is that since the bigger NGOs are more skilled at preparing project proposals and have better reporting systems, they tend to capture the funds to the detriment of small NGOs and community-based groups.
4. **Lack of Transparency and Accountability:** Another popular criticism against NGOs is their lack of accountability to their beneficiaries as well as to the general public. There is a growing sense of corruption in some NGOs – an impression that is contributing to a decline in the image of NGOs in general. This is aggravated by the fact that some NGOs are becoming too protective of organizational information citing security concerns.
5. **Lack of Strategic Vision:** Some stakeholders feel that NGOs are drifting towards a tunnel vision of development with their preoccupation for service delivery and self-survival. Some government officials feel that some NGOs already have a pre-conceived agenda when they go a community, depending on their donor's preferred program. Others feel that NGOs are unable to promote developmental thinking among the grassroots. Still others feel that NGOs are missing out on the opportunity to bring the perspective of the community in influencing government's development policy. As such, there is increasing apprehension that NGOs are unable to advance their strategic role in development in Palestine particularly that of shaping a civil society that could provide the much needed direction to the state building agenda.
6. **Disconnected from the Community:** There are numerous concerns about NGOs being disconnected from the community. There is a sense that the pressure for professionalization is forcing NGOs to produce project results without emphasis on

strengthening their link to the grassroots. Some opine that grassroots groups are beginning to distrust NGOs because they are being perceived to be cornering the funds and that they are living off the misery of the poor through their perceived high salaries (clearly a result of lack of NGOs' transparency and accountability towards them). On the other hand, others feel that communities are developing a utilitarian relationship towards NGOs-accepting the much needed services they offer despite their distrust.

Chapter 3

Previous Studies

Introduction

Palestinian Studies

Arabic Studies

International Studies

Comments on Previous Studies

Chapter Three: Previous Studies

Introduction

Scouring through university libraries and online data for the most related and relevant studies and articles to the topic of this study, a number of previous studies are overviewed, presented and arranged in an ascending order. The researcher examined these studies to enrich the theoretical framework of the current study i.e. constructing the questionnaire and interpreting the resulting answers. The researcher clarifies the researchers' various points of view and opinions on succession planning practices.

In terms of Arabic and local studies related to succession planning, after an exhaustive search, the researcher scarcely find studies that explores the topic of this study. Thus, the researcher chose to present eight Arabic and Palestinian studies that explored related topics to succession planning such as career path development and human resources development. In addition to twenty three international studies that explores mainly succession planning and its practices.

At the end of this chapter, the researcher comments on all previous studies where there is a comparison between the current study and the previous literature as well as the most important points that this study adds. In each of the previous studies, the most important and related research results and recommendations are provided.

Palestinian Studies

1. Saleh (May 2012): "The Role of HRM Practices in Improving Career Development Opportunities of the NGO Staff in Gaza Strip"

This research study explores the organization's and employees' role in enhancing career development opportunities. It identifies the prevailing career planning and development approaches within local and international NGOs and amongst employees. In addition, this paper assesses the knowledge of career development concepts between individual employees and the prominent practices in NGOs. The organizational role is analyzed through the followed approach in career management, performance appraisal, and training and development practices, while the individual role is examined through the followed approach in career management and individual characteristics, including autonomy, self-efficacy and career competencies. The data collection was achieved through a survey distributed to 100 local and international NGOs who met the required criteria. A total sample of 887 employees were surveyed. These employees had at least five years of work experience and worked for the same organization for at least two years, occupying different management and technical levels. A total of 529 completed surveys were analyzed.

The following are the main results:

- The research emphasizes the important roles of organizations and individuals in managing and developing careers and reflects the mutual and balanced relation between both.
- Training and development practices in NGOs have impacted career development for employees but with moderate effect, as they are not well aligned to support career development initiatives for individual employees.
- The performance appraisal for employees is a prevalent HRM practice in the NGOs but its outputs are not used effectively to enhance employees' career development.

The following are the main recommendations:

- NGOs should work together with the employees on building their capacities and think strategically in having long-term goals in relation to training and development and building organizational human capital capacity.
- NGOs should allocate budget for career development activities and should state this as part of any project proposal and communicate this approach to the donors.
- NGOs should start adopting diversified career development tools like mentoring, expatriation, career planning and management courses, succession planning, job rotation and enrichment, individual development plan and career counseling.
- NGOs should use personal characteristics; like self-efficacy and career competencies as indicators for choosing suitable employees for different fields in order to select potential employees who can be involved in a succession planning.

2. **Shaltout (2009): "Human Resources Development as a Strategic Entrance to Maximize Investment in Human Beings: A Study on the UNRWA Staff in the Gaza Strip"**

This study aimed at identifying human resources development as a strategic way towards maximizing investment in people. It also sought to verify the extent of the recruitment of human resources development strategies and their impact on the preparation of an employee who is characterized as being effective, efficient, skilled, and prepared on a scientific basis. It clarified the notion of investment in the human-being which leads to improving the overall performance of the organization and rehabilitates it; thus achieving a sustainable competitive advantage to achieve leadership. The population of the study includes all of the UNRWA staff who work at a grade of between Gr.8 and Gr.20; this includes about 665 employees. The sample of the study contained 253 employees approximately 40% of the total number of the targeted group.

The following are the main results:

- The presence of a clear policy for planning and development of methods of recruitment has a good impact on investment maximization on Human Resources.
- There is an acceptable impact of programs and plans of a modern training methodology to maximize the investment in human resources, the use of evaluation systems, the design and preparation of policies, paying bonuses and incentives and conducting career planning and development.

The following are the main recommendations:

- Employees are a real investment, and great efforts must be exerted to manage and develop their skills and efficiency to achieve the goals of the organization, improve its performance and increase its productivity.
- Good planning for human resource investment is needed to guarantee a good selection of human resources and upgrade the efficiency and development which would result in raising the efficiency and effectiveness of the organization.
- Work on specializing courses and workshops aimed at teaching the staff about human resources investment and its personal and management role in order to achieve the desired goals.

- It is necessary to put forward a clear and accurate strategy of the policies and training programs that enable the continuous follow up to be more effective in the development of the abilities of the staff, taking into account the staff's desire, perception and needs when designing training programs.

3. **Abu Saleema (2007): "Level of Training Effect on the Development of Human Resources at UNRWA Field Office in Gaza"**

This study aimed at exploring the training effect on the Development of Human Resources at the UNRWA field office in Gaza. This was conducted through a training needs assessment, training, planning, implementing of training and evaluation of training.

The study population was comprised of all the administrative employees in the UNRWA/Field Office in Gaza, totaling (430) employees. A stratified random sample of 172 employees was selected, which represented 40% of the study population. The response rate was 82%. Data was collected via self-administered questionnaire.

The following are the main results:

- Training is well planned and implemented effectively. The process of conducting a training needs assessment revolves around human resources principles for the most part, but not entirely.
- Training evaluation is carried out professionally, and in the light of specific standards.
- The results show that training is well supported by the top-level administration of the UNRWA.
- Training is very effective and contributes to maximizing the productivity of the UNRWA; both quality and quantity.

The following are the main recommendations:

- Activating the role of the people responsible for training.
- Promoting the level of training needs assessment and planning; taking into consideration Total Quality Management of training.
- Pre, concurrent, and final evaluation of training should be stressed.
- Identifying target groups and training needs should be in light of employees' periodic report.

4. **Abu Nada (2006): "Barriers of Using and Practicing Formal Strategic Planning in Non-Profit Organizational in the Gaza Strip"**

This study aimed at identifying the barriers of using and practicing the formal strategic planning in non-profit organizations in the Gaza Strip. It sought to investigate the extent of the existence of formal strategic planning, and measure the formality of using and practicing strategic planning in non-profit organizations in the Gaza Strip. The researcher uses a written plan for three years as a criterion of formality. The researcher also used a comprehensive survey of (742) non-profit organizations in the Gaza Strip.

The following are the main results:

- A majority (647) 97.3% of the non-profit organizations do not have the formal strategic planning.
- There are significant differences in using and practicing the formal strategic planning attributed to the barriers related to the top management (the knowledge about the formal strategic planning – top management awareness - top

management support – top management commitment – no conflict among the top management – no resistance to the formal strategic planning).

- There are significant differences in using and practicing formal strategic planning and there are barriers related to the organization (the formal strategic planning culture - adequacy goals to the formal strategic planning).

The following are the main recommendations:

- The necessity of starting up with the use of strategic planning as an administrative tool.
- Providing more training courses for top management on strategic management and planning.
- Emphasizing the sharing principle when setting strategic plans.
- Allocating adequate resources and focusing the energy of the organization upon creating an organizational climate that supports strategic planning.
- Accepting strategic planning as its major responsibility and galvanizing organization-wide commitment to the successful implementation of the chosen strategy.

5. Al Madhoon (2005): "Career Path Development Policies in UNRWA from the Perspective of Employees Working in the Headquarter and the Field Office"

The aim of this study to study the reality of career path development policy in the United Nations Relief and Works Agency for Palestine Refugees in the Near East "UNRWA" towards the departments area staff members, through exploring the Agency's policy and programmes in this regard, measuring how well area staff members are aware of the basic concepts, checking the satisfaction level on their actual career development and effectiveness of such practices in general. The study population was 634 included all area staff in UNRWA headquarters and Gaza field office excluding teachers and international staff , the sample included 195 employee from different departments representing 30.8% of the population.

The following are the main results:

- There was low satisfaction level from staff related the policies, systems, rules, and tools that develop their career path, lack of improvement and clarification.
- There was low satisfaction level on the current applies promotion policy and its contribution in developing their career, and the weak linkage between both training and career paths.
- Most of the staff was aware of the career path development concepts, yet they believed that their personal roles were the most effective factor on their actual development.
- There were no significant differences due to sex, age, education, grade and number of service in UNRWA while the marital status showed a difference in favor for the single.

The following are the main recommendations:

- Launching a clear understandable and open policy for career path management and development for all staff and occupied positions.
- It is important to establish a special division in human resource department throughout the agency to have skills inventory for the employees, and implement promotion chart and succession planning into action.

- Re-consider the current promotion policy, and link the performance appraisal results with the training and career paths.

6. Shbeir (2004): "The Status of Human Resource Management and Its Development at the Non-Governmental Organizations in the Gaza Strip"

This study aimed at exploring the reasons for the weakness and the lethargy of the process of management and development of human resources in these organizations. The descriptive analytical approach was used in this study.

Data was collected via two questionnaires. The first one was distributed to the organizational senior management and the second questionnaire was distributed to the other level of management.

The following are the main results:

- There is a lack of adequate attention paid to the planning and development processes of human resources management in the non-governmental organizations.
- Non-governmental organizations do not exercise planning with a clear methodology, and there is an absence of some written and clear laws and regulations.
- Existing regulations lacks a lot of important items necessary for the development and management of human resources, in addition to the absence of some written comprehensive and important strategies.

The following are the main recommendations:

- Work on the development of systems and methods of administrative leadership, to review and modify organizational structure periodically in a systematic way.
- Form clear and written strategies for management and human resource development.
- Deepen the use of information technology and information systems of human resources management.

Arabic Studies

1. Al Methahab (2007): "Career Path Planning Programs: Practices and Difficulties in Saudi Business Companies"

This study focused on the career path planning programs in Saudi business companies, and had proposed many questions regarding the practices and goals of career programs. The study proposed a practical model for career path planning and implementation process, the model constituted of four stages and eighteen interrelated and continuous critical factors.

The model could be applied in the companies that worked in a volatile and high uncertainty environment, and could be modified according to the organization culture.

A questionnaire and preliminary interviews were used, with human resource officers who had experience in some organizations which adopted career path planning. The population was the human resource managers in private companies in three main areas; Riyadh, Mecca and Eastern area. The number of the sample was 400 companies each had at least 200 employees, the responding companies were 389 in which the average human resource employees were 11, and the average companies were originally Saudi.

The following are the main results:

- Only 14% (56 companies) of the companies had activities that reflected career path planning, in addition a small percentage of the companies had career planning activities to some of the positions occupied or could be occupied in the future by Saudi citizens.
- In the companies that had career path planning activities; the most used activities in descending order are new employees' orientation, succession planning, individual development plan for managers, identifying competencies required in the company, internal promotion policies for higher positions, identifying the employees current competencies for the company, develop policies for movements between the company headquarter and branches to get higher positions, identifying the differences between the required skills and competencies for the jobs and the current possessed by the employees, develop vertical career path for technical positions, pay attention to the talented employees, succession planning for low management positions occupied by non Saudi employees, and formulation of career path committee.
- The companies faced five main challenges in career path planning development and implementation, those challenges were in descending order as follows; top management in the company, organizational aspects, organization culture which is reflected in career path programs, human resource challenges and financial obstacles.
- There was a positive relationship between the company years of operations and the top management related challenges, the organizational aspects challenges and organization culture.
- There is reciprocal relationship between the top management related challenges, the organizational aspects challenges and the number of Saudi employees in the company.
- Career path planning programs in the companies were discrete, unorganized and randomly implemented and did not follow a clear scientific approach.

The following are the main results:

- Take into consideration the technical jobs that could have critical career path and offer a dual career path ladder that help the career development for the employees in the organization.
- The organization should focus on the talented employees and expertise who could be lost if they were offered the same career path as others.
- Hire specialists in career planning, train some of human resource employees on how to design career path before implementing career development programs.
- The universities should establish career development units and provide career counseling to the students to bridge the gap between the academic stage and the business life stage, and could provide online career education services to reduce the cost and provide self development for the students.
- An income database should be established to provide information on the international, regional and local individual income; accordingly the organization could track the changes on the pay level, compensation and benefits systems, all of which could enhance career path planning process.
- Establish career development center in the ministry of labor in cooperation with the chamber of commerce, to provide career services for the private sector organizations, individuals and career planning specialists in the field of career planning and development.

2. Al Heeti (2004): "The Effect of Career Development on Employees' Satisfaction"

The paper aims to identify career development effect on employees' satisfaction in three Jordanian universities; Jordan, Yarmook and Mutah University. The study explored the relation between career path development (career path planning and management) and the employee satisfaction on career path (satisfaction on the job and the organization). A questionnaire distributed to 220 employees and the respondents were 190 from which 13 were excluded because they were incomplete, the population was employees in certain management levels; manager, deputy manager, manager assistant, head of division, president of Diwan, office manager, or branch manager. The total number of the population was 402 till the date of collecting data in 2002 and the sample was chosen randomly.

The following are the main results:

- There is a moderate relation between career path development and employees' satisfaction on this path.
- There is low interest from the universities in developing employees' career.
- Career path development is the responsibility of both the organization and the individual and both play interconnected roles.
- Human resource management with its different practices was one of the factors for career development in; (enhancing career path responsibility, feedback, job satisfaction) or (increase the interest in the employees and the job, achieving organizational goals related to the individual employees) but there is weak support from the top management in this regard.
- The employees, individually, make an effort to develop their career path in minimal practices like post graduate studies and joining training courses inside and outside the universities.
- The top managements, in the three universities, do not play a direct and effective role in non academic employees' career development as it focus on the academic staff and their development.
- Employees have low satisfaction with their career development path.
- The common organizational culture in the three governmental universities contributed to almost similar results.

The following are the main recommendations:

- Universities should adopt new career development approaches other than the traditional one, with the emphasis that also non academic staff needs to develop their career and employees' satisfaction as part of the organizational atmosphere.
- The management should spread awareness among employees on the importance of developing their career path through workshops.
- The management should reconsider the employee service policy including but not limited to promotion, training and motivation, and implement more modern career development practices like empowerment, participation, creation and job enrichment.
- Enhance the role of human resource managers in the development process and the importance of using human resource management information systems.
- The universities in the sample should support the managers' role in the career development process and empower them through acquiring the skills, delegating the authorities and accessing to the information required to develop their subordinates.

- Career development must be a priority for the top and low managements and has certain indicators for its process.
- Conduct future researches on career path including other governmental and private universities, manufacturing and service organizations.
- In future researches; adding new variables like career management, information management systems and career management as strategic approach.

International Studies

1. Palliam, Cader and Chiemekwe (May, 2011): "Succession Issues among Family Entrepreneurs in Countries of the Gulf"

Small family business succession is gaining increased prominence in Western societies. In Arab societies, literature on family business succession is virtually nonexistent. As Arab societies are embracing Western values, the issues of family business succession that are considered in the West will become major issues in Arab societies. This empirical study explores the transferability of theoretical constructs developed in the West to the countries of the Gulf Cooperation Council.

This study was undertaken over a period of eight years commencing in December 2000. Prior to any field work taking place, several focus group discussions were held with students, who were registered for the financial statements analysis course, outlining the purpose of the study, the methodology and the nature of interviewing. Data were obtained from 251 incumbent entrepreneurs. However, 29 were not suitable for use.

The following are the main results:

- The findings suggest that a family enterprise that has decided to keep management control within the family cannot possibly hope to achieve this without family members who are trusted by the incumbent.
- Except the age of the owner and educational levels of the successor, all the other variables were significant at 5 percent level.
- The result indicates that in family businesses formal education is not likely be valued as much as corporate business, implying that incumbent expects the successor to have more on the job training rather than in-class education.
- The decision of an Arab entrepreneur in the GCC to start planning for succession is likely to be influenced more by the following variables: age of the potential successor, number of competent successors, number of years the incumbent is in business, willingness of the successor to step in.

The following are the main recommendations:

- An interesting point for further study would also be the impact of the higher standard of Western education among Arab families as well as the different life-style expectations of the younger generation on the family entrepreneurial values and modus operandi.
- Development of proper training and consultancy services rooted in the culture of the region.

2. Farashah, Nasehifar and Karahrudi (February, 2011): "Succession Planning and its Effects on Employee Career Attitudes: Study of Iranian Governmental Organizations"

This paper evaluates the effects of succession planning as an organizational level intervening program on career attitudes as individual level variables. The best practices of succession planning are selected from literature and compliance of succession

planning system of organization to these practices is defined as extensiveness of succession planning. A 22-item questionnaire was developed to measure the extensiveness of succession planning. Data was gathered from 30 organizations which were subsidiaries of one of the ministries of the Iranian government.

The following are the main results:

- This paper recognized the best practices that should be considered for the design of succession planning. The scale for measuring succession planning extensiveness was also developed. It can be used to gain a better understanding of the status of succession planning in organizations and gap analysis which is generally one of the early stages of every organizational development project.
- The researcher concluded that successor development practices are the most critical part of succession planning and it should be emphasized more in succession planning programs.

The following is the main recommendation:

- The researcher suggested to study the effects of career management and talent management on career attitudes, to consider perceived justice as a dependent variable, and suggested to consider intervening variables like sexuality and firm size in future research framework.

3. Subrahmanian and Anjani (January, 2011): "Succession Planning & Its Impact on Organizational Performance in IT Sector"

The present study aimed at measuring the practice of Succession Planning and its impact on Organizational Performance in IT companies based in Chennai which is a capital city of Tamil Nadu, a state in India. This study falls under descriptive study mainly aimed at fact finding. The method adopted to collect data is questionnaire method. A total of 150 IT Professionals (Project Leaders) were selected for the study.

The following are the main results:

- The study found that the mean percentage of Succession Planning and Organizational Performance in IT consultancy firms and the relationship between Succession Planning and Organizational Performance is found to be positive. The findings of statistical outcome depicts that the income level was found to be non-significant in regard to organizational performance.
- Findings also showed that the younger group of respondents had a high rate of succession planning performance as compared with older group respondents and that the higher the experience of the respondents led to a higher level of succession planning performance success.

The following are the main recommendations:

Suggestions are made to make the practice of succession planning culture more meaningful and effective and they are as follows:

- Organizations currently provide employees with the opportunity for professional development through training and job shadowing/rotation for some positions. However, the organization should ensure that this opportunity is implemented for all positions identified via the needs of a driven assessment.
- To further enhance the focus on individual attention in succession planning, management should be more proactive in communicating with employees on

their career goals when determining criteria for the annual employee performance evaluation process.

- Top Management should hold the line management accountable for developing future leaders and simultaneously model the process him or herself.
- The succession plan should be communicated throughout the organization. Currently organizations are practicing succession planning at the senior level, but for the plan to truly be successful, it must be organized at middle and lower levels, which will ensure accountability for participation.

4. **Kim (November, 2010): "Measuring the Value of Succession Planning and Management: A Qualitative Study of Multinational Companies"**

This article proposes a model for planning and operating an effective succession planning and management (SPM) program and measuring its value. The nature of the research is exploratory, following a qualitative approach using in-depth interviews. Representatives of multinational companies interviewed for this study revealed that succession planning was considered a key corporate strategy to achieve various objectives. The area of interest in this study is the perception of senior HR executives or others who have the responsibility for determining the value of an SPM program.

Twelve interviewees from seven Fortune Global 500 companies were recruited using theoretical sampling and the snowball technique. The phase 1 interviews for this study were conducted with seven interviewee participants from seven companies. All interviews were conducted by telephone. The duration of each interview was 52 to 97 minutes. In the phase 2 interview, for the purposes of data sources triangulation, five participants from five different companies were interviewed.

The following are the main results:

- Although the level of sophistication of succession planning varies, implementation of a succession planning program follows four phases: initiation, assessment, development, and evaluation. SPM programs were measured in process or based on outcomes.
- Three major themes appeared after examining findings for research question.
- The results showed two main approaches of SPM: position-based and pool-based approaches to SPM.
- All interviewees realized the importance of succession planning and considered it as a key strategic plan for the future.
- Five objectives were identified by interviewees:
 - Enhancing diversity.
 - Meeting future needs.
 - Strengthening the internal leadership bench.
 - Filling the position.
 - Accelerating development.

The following are the main recommendations:

- This study suggests the application of a balanced scorecard approach with a framework focused on evaluating succession planning. Since this model is an approach for translating a company's vision and strategy into a performance measure, each organization needs to design its own model.

- The result of this study cannot be generalized beyond a very restricted degree. To reach a fuller understanding of how companies place a value on SPM, a more comprehensive research study is needed.
- Further research with more general business organizations and other types of organizations will provide a better understanding of the practices of evaluating SPM. While this study uses grounded theory, other studies with different data sources, such as documentation, observation, and surveys, can generate results that are more inclusive.

5. Wright (2010): "Exploring the Intentions of Founders and Long-Term Executives: A Qualitative Look at Succession Planning in Human Service Organizations"

As baby boomers reach retirement age, there is concern about what this may mean for the organizations they lead. There could be a significant impact if this population of senior leadership retires or leaves their current positions. A body of research has shown that the possibility of looming crisis exists. Organizations of all genres are currently facing a range of leadership development challenges that may create diminished resources of experienced talent for senior leadership positions and, ultimately, succession. Continuity of services is an essential facet in the human service field; therefore, succession of leadership in human service organizations (HSOs) is linked to its sustainability and success.

This study used the qualitative method to examine the intentions of leaders in HSOs to:

- Develop and implement succession activities.
- Implement leadership development strategies.
- Retire or transition out of their leadership positions.

The sample was derived from the American Network of Community Options and Resources (ANCOR), a national organization of human service providers. ANCOR's participation in previous studies on succession practices has provided findings that were further explored in this study. The theory of planned behavior served as the theoretical background in the exploration of leader intentions through the use of semi-structured interviews. Interviews were conducted utilizing face-to-face, phone, and electronic methodologies.

The following is the main result:

- There is a need for succession planning and management as succession activities are not present in HSOs.

The following is the main recommendation:

- There is a demand to further explore the why behind the actions of organizational leaders regarding succession and leadership development activities in their organizations.

6. Mateso (2010): "Understanding Succession Planning and Management Efforts at Midwestern University: A Mixed Methods Study"

The purpose of this concurrent triangulation mixed methods study was to understand the status of succession planning and management (SPM) efforts of the subject university as perceived by the fulltime academic and fulltime administrative staff.

Four research questions guided this study:

- How do fulltime academic staff and fulltime administrative staff generally evaluate the status of the university's SPM efforts?
- How do fulltime academic staff and fulltime administrative staff perceive eight SPM practices taking place at their respective colleges and administrative units?
- Do the perceived eight SPM practices differ by occupational role, college, service years, and gender?
- How do fulltime academic staff and fulltime administrative staff evaluate some factors associated with SPM processes at the university?

A survey was electronically administered to 1,530 participants, of whom 414 were material respondents. Six participants were also purposely selected and interviewed using a semi-structured interview guide. Moreover, some policy documents of the studied university were reviewed. Whereas quantitative methods were employed to analyze survey responses, content analysis techniques were used to analyze qualitative data from interview transcripts, open-ended survey responses, and documents reviewed.

The following are the main results:

- First, although the subject university seems to informally implement a few SPM practices in certain administrative units and colleges, the status of SPM efforts at the university is generally inadequate. Participants indicated the need for improving SPM efforts through an urgent introduction of a systematic SPM program.
- Second, results suggest that the university does not adequately implement eight SPM practices except for a few informal, individual-driven cases. Moreover, perception differences on SPM practices were observed for some groups. For example, perception differences on some practices were noted by groups representing occupational role, college, and service years.
- Third, aside from findings related to three a priori factors: diversity consideration on SPM, impact of current economic recession, and impact of government policies and laws, study results suggest several additional factors affecting SPM efforts at the studied university. These factors include: unsuitable organizational culture for SPM, organizational leadership challenges, hindering hiring and promotion policies and practices, as well as budget and financial limitations. Moreover, the subject university is likely to lose about 25% of its fulltime academic and administrative members within the next five years.

The following are the main recommendations:

- Researchers are encouraged to use this study as a springboard to carry out follow-up inquiries at the Midwestern University, investigate SPM efforts in other academic institutions, and conduct additional studies for refining and enriching the theoretical frameworks needed in the SPM field.
- The subject university, for example, is recommended to review its policy framework in order to give SPM a high priority. The university is also urged to conduct further research in order to determine a suitable SPM strategy. Moreover, the subject university needs to cultivate an institutional culture that promotes effective succession planning and management efforts.

7. Mack (2010): "Women in the C-Suite: A Study of How Succession Planning May Best Be Utilized for Career Advancement of Medical College Executives"

This study evaluated and analyzed medical school executives' perceptions of the low-level of the advancement of women into the healthcare C-suite, as well as the medical school executives' recommendations for increasing the number of women entering and experiencing sustained success in executive positions were assessed. Related to these observations were several purposes for the execution of this dissertation. The core purpose was to identify strategies to increase the number of women in the healthcare C-suite for future generations. This study looked at some of the barriers women faced as well as helpful factors when attempting to reach executive levels. Additionally, this study sought to determine how educational backgrounds, specific opportunities, and early mentoring interventions affect the promotion and maintenance of C-suite level positions for women. An extensive literature review was conducted to examine the history of women and specific populations including ethnic minorities and people with disabilities, entering the professional job market from the civil rights era of the 1960s, to their inclusion in medical colleges, state and local government, federal government, corporate America, and recommendations for future generations.

The following are the main results:

- The C-suite executives interviewed saw a correlation between the organizational culture of medical colleges and the promotion and maintenance of women in executive status positions.
- This study further revealed that mentoring, beginning from the time potential executives are in school and particularly in the early phases of their career, will result in increased identification of female medical college leaders.

The following are the main recommendations:

- Feasible strategies can assist women to advance to the C-suite in medical schools and the healthcare industry.
- For women to obtain and successfully maintain C-suite positions, they are recommended to have substantial mentoring throughout their careers.
- Improve strategies to promote women.

8. Gallo (2010): "Succession Planning for the Leaders We Need: An Action Research Study of One Ontario School Board"

The purpose of this action research study was to identify the particular needs and perceptions of teachers and administrators regarding current and future leadership development practices. Of particular interest were the deterrents and barriers that are keeping potential candidates from aspiring to leadership positions in this particular school board. This paper also contributed to the knowledge that already exists in the field, and the data supported original research regarding the need for comprehensive leadership development and succession planning in order to ensure a pool of talented leaders into the future. Interviews, focus groups, and a survey were used to discover the perceptions of academic staff including senior administrators, principals, consultants/coordinators, and elementary and secondary teachers.

The following is the main result:

- Expectations of the role needed to be more realistic and there needed to be significant leadership training used to develop the skills necessary to understand and manage the job.

The following is the main recommendation:

- Exploring different leadership models, including both the concept of distributed leadership and the concept of servant leadership, were recommended as next steps. When developing policies and strategies to encourage more people to apply for the principal position, a focus on internal rewards more than external rewards was also recommended.

9. Robinson (2009): "Evaluation of Succession Planning to Improve Court Employees' Career Development Opportunities"

Although the effects of succession planning have been examined in organizations, very little empirical study has examined the effects of succession planning in court systems. The study evaluated the effectiveness of succession planning in a unified trial court located on the East Coast of the United States. The study determined whether an effective succession process is directly correlated to employees' career development and whether succession planning prepares them for key positions.

The trial court under study has a workforce of 1,250 employees, of whom 325 will be eligible for retirement within the next 3-5 years. At present, 152 employees are eligible to retire, but no identified successors exist to fill key positions as they become available. In addition, 157 vacancies exist for which no identified replacements are expected within at least 6-12 months.

A mixed method research design was used to collect data. The study used an open form questionnaire to evaluate court managers' attitudes, feelings, and perceptions toward succession. The study also used structured face-to-face interviews to identify differences and similarities between judicial officers and court managers with respect to their attitudes, knowledge, and perceptions about succession.

The following are the main results:

- An analysis of the data revealed the court's need for developing a formal succession plan.
- The study showed patterns of agreement between court managers' on the following key questionnaire items: "Courts would benefit by having a succession plan," "A true test for court leaders' success is being able to develop future leaders," "Career development is important to succession planning. A succession plan is important to court leaders," and "There are pitfalls to courts for not having a leadership development program and succession plan in place."
- The study also revealed that sizable differences existed between male and female managers with respect to perceptions regarding succession planning in courts.

The following is the main recommendation:

- Court managers should consider information gleaned through this study to develop a succession plan implementation strategy.

10. Richards (2009): "A New Paradigm: Strategies for Succession Planning in Higher Education"

Today's successful businesses and organizations realize the importance of strong leadership to maintain, grow and sustain long-term business productivity and viability. At a time when the skilled workforce continues to shrink and the competition for top

talent increases, many businesses have developed sophisticated succession management practices to ensure their organizations will be well positioned to compete in the future. Like private businesses, institutions of higher education will face similar challenges as those who have led for decades leave their institutions. As such, the academy must also formulate strategies for attracting, developing and retaining a leadership pool that will ensure the institution's long-term health. Leadership development is not new to academics and many institutions have supported these programs for years. Few, however, have adopted formal succession planning strategies that are both strategic and deliberate and encompass the full spectrum of succession planning activities. Furthermore, the culture and governance structure present in institutions of higher education is often quite different than that of private businesses. The presence of shared governance and collegial cultures requires academic institutions to think differently about succession planning. This grounded-theory study looked at the succession planning efforts of 6 educational institutions representing the spectrum of 2-year community and technical colleges, 4-year public research universities, and 4-year private universities in the United States. The researcher shares current institutional approaches to succession planning and examines how organizational culture and governance in higher education may have impacted deliberate or formal succession planning efforts.

The following are the main results:

- The acknowledgement that while leadership development activities were prevalent, few institutions had formal succession plans.
- Academic governance and culture have influenced institutional approaches to succession planning.

The following are the main recommendations:

There are strategies for implementing deliberate and systemic succession plans in the academic environment and they include:

- Securing executive champions.
- Aligning the succession plan to institutional culture, mission, vision and goals.
- Taking an approach not unlike strategic planning.
- Carefully constructing communication plans to embrace talent development without inferring entitlement.
- A continuous evaluation of both the people and processes involved in succession planning.

11. Mercer (2009): "A Multi-Site Case Study of Informal Leadership Succession Planning in Three Higher Education Institutions"

Research literature suggests that succession planning has not been adequately studied in the context of higher education administration. Quantitative research methodologies dominate the field of succession research. This study used a qualitative multi-site, case study methodology to explore and describe the phenomena of succession planning specific to the settings of three college and university research sites from the perspective and experience of top, mid-level, and junior higher education administrators. The primary research problem examined how Canadian administrators in small college and university institutions ensured that succession planning was effective and successful. The research methodology was selected based upon the criteria that it would be inductive, flexible and naturalistic. The researcher was the primary data collection instrument, and gathered data on research participants in a detailed, systematic way

using case study methods. Open ended interviews were conducted with participants who were selected using purposeful sampling. The researcher qualitatively analyzed the data for emergent themes, categories, and patterns of meaning.

The following are the main results:

- Succession planning at these higher education institutions was predominantly informal.
- The relationships between leaders and potential leaders were significant to the succession planning process.
- The informal processes of identifying and developing potential leaders were the most robustly developed categories of the emergent model.

The following are the main recommendations:

- Additional research from the perspectives of potential leaders engaged in informal succession planning would add valuable context and information to more fully understand succession planning in higher education.
- Targeting this sample population may also allow a different perspective on the influence of gender on succession planning.
- The impact of leadership succession planning on students may also be a promising area of research.
- Another area of potential succession planning research in the context of relationships is whether attractiveness or attraction plays any part in the identification of potential leaders, the development of the mentor-protégé relationship, or the ultimate selection of the leadership successor.
- More study is needed to provide a model of succession planning that incorporates mentoring's best practices within a higher education context.
- Further study of succession planning within the context of higher education organizational culture may facilitate the success of organizations' attempts to increase their internal leadership capacity.

12. Kebo (2009): "Action Research as an Evaluation Tool for Improving A Succession Planning Program in City Government"

This dissertation sought to evaluate the experiences of graduates of the City of Sacramento's succession planning program. As an applied project, 80 graduates of the City Management Institute (CMI) were invited to provide feedback regarding their perceptions of the program. Action research was employed as an evaluation tool. Qualitative data was collected through open-ended focus group questions as well as a simple survey.

The following are the main results:

- The city had taken a proactive step in developing a succession program; however, specific strategies were needed to create a stronger, more effective plan. These strategies included maintaining an evaluation method to continuously improve the program, confirming the purpose of the program and communicating it throughout the organization, and determining executive level commitment to the program and its participants.
- Targeting the right generational audience would help to ensure that replacements kept pace with trends.

- The organization needs to be aware of the competencies needed for the future and the generational issues associated with such a large and diverse organization.

The following are the main recommendations:

- The City of Sacramento, in building a succession planning program and processes to support its graduates, has an opportunity to be prepared for the future in both foreseen and unforeseen circumstances. A cyclical model is recommended in the study that allows the program to continue to evolve, self-monitor, and evaluate itself as recommendations are integrated.
- It is conceivable that the continuation of future research studies investigating the effects of succession planning programs will assist 21st-century organizations in meeting their leadership needs for the future.

13. Cross (July, 2009): "Succession Planning in Healthcare Organizations"

The purpose of this study was to evaluate the effectiveness of succession planning in a healthcare organization to determine how it should be implemented at Inova Loudoun Hospital. This study was limited to employees in leadership positions at one non-profit healthcare organization in Loudoun County, Virginia. Surveys were given to 68 leaders and 40 completed surveys were received, producing a 58.8% completion rate.

The following are the main results:

- Real-life experiences and talking with leadership peers were very useful to leadership development. The following activities were felt to be useful experiences: coaching, stretch assignment, and performance appraisals.
- There is no formal succession planning program, but there are efforts to provide leadership development.
- There are some obstacles and financial considerations that exist when implementing a succession plan.

The following are the main recommendations:

- Focus on and support leadership development in the first year for all new leaders in the organization.
- Producing other leaders should be a part of every leader's job.
- Clear goals and desired outcomes need to be specified by executive leadership when implementing a succession plan,.
- The level of support for a succession plan should be determined, as well as how deep into the organization the planning will function.

14. Comini and Fischer (March, 2009): "When Cinderella Gazes at Herself in the Mirror: The Succession Issue in NGOs"

The growth in the number of NGOs in Brazil causes the challenge of legal formalization and administrative professionalization to come to the forefront. Brazilian scholars have mainly focused on succession in profitable or family organizations, overlooking this debate in NGOs. This study focuses precisely on this unique context through interviews that were conducted with eight Brazilian executive directors of NGOs with national and international legitimacy.

The following are the main results:

- Despite a concern about the succession process, little is being done to deal with the difficulties inherent in the process, such as the long time required to develop inside successors and/or mentoring outside successors. This process must also be formalized. Hired executive directors have a more rational posture than founding ones. The latter, seek as successors, people with similar styles in order to preserve the organization's initial values.
- Few organizations use the succession process as an opportunity to strategically reflect about their future.

The following are the main recommendations:

- Studies that deepen the analysis of the impact of a succession process on the organizational culture are recommended, and such studies should be examined through different perspectives (executive director, managers, staff, volunteers, community and financial sponsors).
- Moreover, research is necessary to identify practices and procedures currently adopted by nonprofit organizations, which investigate criteria and decisions leading to successes and failures.
- Finally, future work should deepen the relationship between the succession process and organizational life cycles (start-up, growth, maturity, consolidation, renewal or decline).

15. Beever (August, 2008): "Integrating Succession and Career Development Strategies for Finance Professionals"

This study outlines the benefits of succession planning, employee career development, and the potential synergies of integrating these two concepts. Current literature supports that succession planning and career development should be an integrated process. Employers and employees share responsibility for development and work together to create a mutually beneficial environment. As the global economy grows and changing demographics create a labour shortfall, there is increased competition for skilled employees. This action research study included interviews in Canada and a review of current literature.

The following are the main results:

- Succession planning is integral to organizations.
- Many organizations, including Lafarge, do not yet have robust succession management strategies in place.
- Conducting a dialogue about potential barriers to implementing succession plans.
- The study outlines potential strategies for implementing an integrated talent management process for finance professionals into the system.

The following is the main recommendation:

- Organizations must place more emphasis on talent management: the retention, development, and utilization of Human Resources.

16. Romejko (February, 2008): "Key Characteristics of a Succession Planning Program at a Government Research Center"

The purpose of this study was to determine the key characteristics of a succession-planning program at a government research center in the United States. This effort was a qualitative study and data was collected using semi-structured interviews which reflected the opinions of 12 mid- and senior-level managers from a government research center.

The following are the main results:

The characteristics that were identified as a result of the analysis of this data noted four attributes that should be included as part of a succession-planning program. These characteristics were grouped into two categories:

- The institutional characteristics that were identified were the creation and maintenance of a talent pool, the requirement to ensure that the program is held to ethical standards, and the desire to instill some measure of flexibility into an inherently bureaucratic and inflexible system.
- The employee characteristics that were identified were to ensure a comprehensive program for the career development of each participant, which included career planning, mentoring, and training. Finally, participants cited the need to ensure that the program includes an overarching vision that is forward looking and in alignment with the goals and strategies of the overall organization.

The following are the main recommendations:

- Expand the body of research of succession planning within government research organizations by increasing the size of the sample that was studied and including other target populations.
- Compare and contrast studies on succession planning within private and governmental organizations.
- Conduct pilot studies at government research centers to determine the feasibility and approach (including scope of the effort, etc.) of implementing a succession-planning program.
- Conduct a study that would offer insight into the similarities and differences of research that has been completed on succession planning programs in various fields.
- Conduct research that would compare and contrast completed studies of succession planning in government organizations.

17. Mandi (2008): "A Case Study Exploring Succession Planning: Supported by Quantitative Analysis of Governmental Organizations in the Kingdom of Bahrain"

This case study defined the succession plan within governmental organizations of the Kingdom of Bahrain, explored the existence of succession plan (formal, informal, not exist), developed a set of indicators or constructed to measure the importance of succession plan, and explored what impact succession planning has on organizations.

A case study methodology was followed as the basis for this qualitative research. Data collected for this research included interviews with 51 key employees including participant observations and review of various organizational documents.

The following are the main results:

- One of the main findings of this case study is the absence of the organizations' inability to focus on, develop, and strengthen current organizational bench strength through its high potential employees and ensure their readiness for future critical and senior positions and responsibilities.
- There is a real need to focus on a strategic leadership plan, organizational strength pool retention effort, work promotion, incentives, and training and development programs.

The following are the main recommendations:

- This research recommended exploring, in-detail, the cultural and managerial impediments to formal succession planning.
- To explore, more in depth, how and in what way knowledge management and organizational learning, as an organizational cultural issue, are important factors to be considered in the success of succession planning.
- Succession planning should be a major part of the Learning Management System in the organization future plan.

18. Krauss (2008): "Succession Planning and Talent Management Recommendations to Reduce Workforce Attrition and Prepare for an Aging Population"

Succession planning and talent management provide organizations with a means of addressing issues such as the aging population and turnover. In today's competitive market, it is important for organizations to take steps to attract, develop, and retain employees that have the potential to be strong leaders in the organization. The researcher focused on providing an analysis of the aging population and turnover of a global corporate organization located in the Mid-Atlantic region of the United States.

The following is the main result:

- There is a great importance of the global aging population issue and retention for organizations.

The following are the main recommendations:

- A structured succession plan should be implemented; one which recognizes the importance of establishing ownership of the succession plan and aligning internal culture with external branding.
- High potential employees in the organization should be identified, assessed, developed. Once high potential personnel are selected, their development plan needs to include a job rotation program, a formal mentoring/coaching program, utilizing 360° feedback tools and receiving appropriate rewards for performance.

19. Kasper (2008): "Preparing for Leadership Transition: An Examination of the Impact of Organizational Communication in the Administration of Succession Planning Programs"

This study shed light on the importance of internal development of employees for the purpose of leadership continuity and eventual transition. Currently, the baby-boomer generation has begun to retire, and over the next five to ten years there will be an extraordinary amount of retirements and that will have a significant impact on both public and private sector organizations in the United States. At this time, however, most research about leadership transition has focused on the establishment of models and

programs specifically for the administration of succession planning programs. Moreover, there has been an increased awareness concerning the critical nature of communication of succession planning, but little in the way of analyzing the effectiveness of the communication processes that drive the program.

This research project was predicated upon the work of succession planning experts regarding the importance of communication in succession planning. Specifically, communication processes were examined during the administration of a succession planning program. This research made use of behavioral observation, archival data, and supporting data retrieved from succession planning surveys. The data was analyzed in order to establish whether or not the organization studied in this research project had effective communication processes in place for the purpose of administering its succession planning program.

The following are the main results:

- New avenues have been created for research regarding the measurement of communication processes for succession planning programs.
- There is a great importance placed upon communication processes during the administration of a succession planning program.
- New avenues in the way of organizational development interventions have been produced for enhancing succession planning programs within organizations.

The following are the main recommendations:

- Organizations need to perform critical internal examinations of their current methods and strategies for the communication of their succession planning programs.
- Organizations need to pay greater attention to the mid-level management responsible for the front-end of the program.
- This relatively new method of collecting and analyzing data regarding the communication processes for succession planning should be provided for the development and enhancement of tools used for measuring the effectiveness of succession planning programs in organizations.

20. Hughes Butts (2008): "A Descriptive Quantitative Study of Credit Union Succession Planning"

The purpose of this descriptive quantitative study was to identify whether or not, and to what degree, succession planning was occurring in credit unions affiliated with the Filene Research Institute's Research Council and Filene in 3 work group in the United States. The study involved an online survey, the Credit Union Succession Planning Survey, which was developed and pilot tested as a part of the study. The key positions for these credit unions included the chief executive officer/president, financial executive, and operations executive. Forty respondents participated in the study, for an overall response rate of 39.6%. The analysis included frequency counts for responses, determining mean and standard deviation, and calculating the Spearman correlation coefficients based on the participants' demographics and the survey questions.

The following are the main results:

- The survey results found that 70% of the credit union leaders who responded indicated that their organizations have succession plans in place.

- Both large credit unions, those with over \$500 million in assets, and small credit unions, those with under \$500 million in assets, lacked succession plans.

The following are the main recommendations:

- Credit union leaders should begin looking at employees skills on a long-term basis, 6-10 years from now.
- Positions beyond executives should be included in succession plans by providing retention, recruitment, and potential successors for any key position in the organization.
- The recommendation to the NCUA, as the regulator of credit unions, is to address the issue of succession planning separately from the CAMEL rating.
- Further exploration of credit union succession planning with an emphasis on a broader population to see if the results of the study's small population match the results from a broader credit union population.

21. Shipman (May 2007): "Formal Succession Planning in Healthcare Organizations: Meeting Leadership Needs in A Changing American Workforce"

This research is a qualitative study that investigates succession planning management in four (4) Kentucky healthcare organizations as it relates to the changing workforce demographics. This study analyzed the trends expected to impact healthcare organizations as leadership transitions occur among an aging population and workforce. This research study examined how four (4) Kentucky healthcare organizations identify potential leaders; use mentoring to address succession plans; retain employees and prepare for workforce diversity; and develops leaders within the organization.

The following are the main results:

- Leadership development training is in the infancy stage of development.
- Leadership development programs of those surveyed varied from organization to organization and were not linked to succession plans.
- Succession planning is a proactive approach that helps leaders deal with unexpected changes.
- A trend to promote from within the organization is emerging.
- Leadership Training is open to all levels of the organization with emphasis on top management. Healthcare organizations appear to recruit leadership within every level of the organization.
- All employees are expected to perform at high levels within the organization, which supports the need to reassign poor performers for improved efficiency and improved staff morale.
- All of the survey participant organizations acknowledged that they did not have a formal succession plan. They all acknowledged that the concept was new to their organizations.
- Participant Organizations acknowledged some resistance to the succession planning process.
- All four survey participant organizations agreed that they were creating a learning environment to help employees develop life-long learning skills.
- Survey participant organizations with leadership development programs in existence since the year 2000 saw positive results with regard to employee retention which resulted in improved employee satisfaction, improved manager

effectiveness, increased promotions from within, reduced turnover, increased retention, increased productivity.

The following are the main recommendations:

- A comparative study on the effectiveness of succession planning and its impact on leadership stability. As formal succession planning is not a model endorsed in health care settings, additional research would provide more information on outcomes associated with succession planning.
- Further research is needed about the relationship of employee development and organizational commitment for workforce planning. If succession planning is used as an effective tool in healthcare organizations, an evaluation of outcomes of those employees who have participated in leadership development training programs must be completed to solidify the process and generate standards for healthcare organizations for identifying and grooming leadership at all levels of the organization.
- Employee skill gaps in terms of leadership development and meeting the leadership competencies needed for healthcare leadership needs investigation.
- Healthcare organizations need to continue to expand leadership development and need guidance in how to develop formal succession plans.
- Hidden biases are involved with leadership selection and identifying employees who could be groomed for leadership in all areas of the organization. Information is needed on how successors are identified and prepared for leadership roles.
- The integration of diversity in succession planning programs needs to be studied in terms of effectiveness. Information is needed on the importance of leadership diversity and the development of multicultural leaders.
- Further research is needed in terms of effectiveness to determine the effects of mentoring in healthcare to include cross race and same race relationships and the impact on career success.

22. Stutsman (August 2007): "An Examination of Principal Shortages in Florida School Districts: Implications for Succession Planning for Principal Replacement"

This study explored the shortage of well-qualified principals and succession planning policies developed by Florida School Districts. The sample consisted of 15 small districts (less than 10,000 students), 13 medium size districts (between 10,000 and 50,000 students), and 8 large districts (more than 50,000 students). Survey data was collected regarding shortages of well-qualified principals. Chi-square and independent t-tests were used to determine significance.

To determine the meaning of the term “well-qualified” as it applied to candidates for vacant principal positions, an interview survey protocol was administered to six selected school districts: two small, two medium and two large. Responses were compared to the ten Florida Leadership Standards. The meaning of “well-qualified” varied from district to district; they desire principals whose qualifications exceed the ten Florida Principal Leadership Standards.

The following are the main results:

- Florida school districts, regardless of size, are experiencing shortages of well-qualified principal candidates.

- School districts with succession planning policies in place experienced fewer shortages of well-qualified principal candidates.
- Districts that have comprehensive succession plans for recruiting, hiring and training new and aspiring principals experienced fewer shortages.
- Other conclusions indicated that finding well qualified female applicants for vacant principal positions was not an issue, and succession planning policies do not assure adequate numbers of well-qualified minority applicants for vacant principal positions.
- Districts reported the following barriers to the employment of well-qualified principals: insufficient salary, stress, testing/accountability, increased time commitment, and lack of interest by teachers.

The following are the main recommendations:

- A well-designed succession plan may assist school districts in recruiting, hiring, and training well-qualified principals.
- Eighteen research based succession plan components were recommended.

23. **Barnett and Bradley (2007): "The Impact of Organizational Support for Career Development on Career Satisfaction"**

The purpose of this study was to examine the relationship between organizational support for career development (OSCD) and employees' career satisfaction. Based on an extended model of social cognitive career theory (SCCT) and an integrative model of proactive behaviors, the study proposes that career management behaviors would mediate the relationship between OSCD and career satisfaction, and between proactive personality and career satisfaction, and that organizations may potentially attract, motivate and retain employees by supporting their employees' career development. A questionnaire was used in this study; the sample was 90 employees from a range of private and public sector organizations in Australia. A questionnaire was completed by 77 public sector employees and 21 postgraduate business students. Eight of the postgraduate students reported that they were currently unemployed, so they were removed from the analysis, leaving a total of 90 respondents.

The following are the main results:

- The study also found that career management behaviors mediated the relationship between proactive personality and career satisfaction.
- The results of the study support the model of proactive behaviors, which suggests that highly proactive individuals are more likely to achieve greater career satisfaction than less proactively inclined individuals, by engaging in proactive career behaviors.
- Specific personality traits (proactive personality) impact satisfaction via behavioral means (career management behaviors).
- Individual career management behavior (comprising career planning, networking, skills development and visibility) is positively related to career satisfaction.
- OSCD explained a moderate 8 % variance in career satisfaction.
- The proposal that individual career management behaviors mediated the relationship between OSCD and career satisfaction received no support, due to a non-significant relationship between OSCD and career management behaviors.

The following are the main recommendations:

- Future research could be conducted with a greater representation of part-time and casual employees, and with greater variability in individual differences, such as proactive personality.
- Explore the types of career management behaviors that are most valuable for achieving important career outcomes for employees. Greater understanding of these relationships could lead to the design of interventions that better facilitate employees' experience of career success.
- Explore the broader relationships proposed by SCCT on a longitudinal basis could build our understanding of the nature of the relationships between individual differences, environmental, social cognitive and behavioral predictors of subjective career success.

Comments on Previous Studies

In previous studies, the succession planning scheme has been discussed by many scholars. However, these studies have not addressed succession planning efforts in Palestine or in any other developing countries, even though succession planning is a foundational concept both for organizations and in human resource management. Palliam, Cader and Chiemeké (2011), in their study, asserted the importance of succession planning for the long term strategic consideration but studies are scarcely found or generally being practiced in the Arab countries. Moreover, it is surprising that succession planning does not figure more prominently into HR development plans, especially in the Palestinian non-governmental organizations, where there are a high percentage of employees in important positions who are constantly exposed to warlike conditions.

The literature review, as per the importance of a succession planning process being a significant part of an organization's policy, is rich. Several common themes have been identified throughout the literature in regard to succession planning. There are studies that explored the extent to which succession planning and management programmes are used (Farashah, Nasehifar and Karahrudi, 2011; Mateso, 2010; Mercer, 2009; Mandi, 2008; Hughes Butts, 2008). Another study explored succession planning practices and its impact on organizational performance (Subrahmanian and Anjani, 2011).

A number of researchers examined the effectiveness of succession planning (Cross, 2009; Robinson, 2009). Others studied the integration of succession planning and career development (Beever, 2008; Robinson, 2009). Additionally, the study of Krauss (2008) adds to the body of literature that succession planning provides organizations with a means to address turnover.

A study that examines how organizational culture has impacted succession planning efforts (Richards, 2009), suggested aligning the succession plan to the institutional mission, vision and goals. Krauss' study (2008) recommended that a structured succession plan should be implemented which agrees with Stutsman's study (2007) by stating that a well-designed succession plan may assist in the recruiting, hiring and training of well-qualified principals.

The current study agrees with the study of Cross (2009) in which the level of support for a succession plan should be determined. Moreover, the study of Commini and Fischer (2009) is similar to this study in which they both studied succession planning in

the non-governmental organizations. Additionally, Beever (2008) and Al Madhoon (2005) explored career development.

Mandi's (2008) study recommended exploring organizational culture as an important factor to be considered in the success of succession planning. Romejko (2008), in his study, suggested further investigating the alignment of succession planning with goals and strategies of overall organization. A new topic that Kasper (2008) produced in his study is the importance of communication in succession planning. Another study proved that costs and benefits of succession planning are affected by a firm's level of operational complexity and its human capital requirements.

Stutsman (August, 2007) agreed with Naveen (September, 2006) by providing evidence that problems are mitigated, to some extent, by having a succession plan. The outcomes of Folkers' (2008) study revealed barriers to succession planning and management implementation as limited resources, inexperience, and a lack of the leadership's belief in the importance of succession planning and management. Cross (2009) added that obstacles and financial considerations exist when implementing a succession plan. Moreover, Mateso (2010) suggested additional factors affecting succession planning and management efforts and these factors include unsuitable organizational culture for succession planning, organizational leadership challenges, hindering hiring and promotion policies and practices as well as budget and financial limitations.

It is worth mentioning that while reviewing all the literature it is evident that succession planning was applied in almost all types of institutions such as: healthcare organizations, financial institutions, fire departments, human service organizations, courts, schools, colleges, universities, private family business, IT companies and governmental organizations. This shows that there is no question as to if implementing a succession plan is important or not.

The study of Subrahmanian and Anjani (2011) followed that the descriptive methodology which is similar to the current study and all the Arabic studies whereas Mandi (2008) and Mercer (2009) followed the case study methodology. Some of the previous studies were qualitative ones (Romejko, 2008; Kebo, 2009; Mercer, 2009; Wright, 2010; Kim, 2010) whereas the others are quantitative studies (Hughes Butts, 2008; Mateso, 2010). Additionally, there are action research studies such as Beever's (2008) and Kebo's (2009).

Due to the lack of Arab and Palestinian studies on the subject of succession planning, the researcher chose to present some studies that studied independent variables, which contributed to promoting the concept of succession planning such as managerial support and effort level, existence of strategic and operational plans and organizational culture.

The most important points that this study adds are that:

- It has been applied to Palestinian NGOs operating in the Gaza Strip.
- Despite the abundance of research production from foreign researchers in dealing with the dependent variable (succession planning) and the independent variables of the study (The degree of clarity of the concept of succession planning, managerial support and effort level, existence of strategic and operational plans and organizational culture), research and studies on the Arab and Palestinian level are below the desired level, thus, there is a gap to be filled

regarding this area. There are no studies that are written by Arabs about the concept of succession planning and its relationship with other variables except the study of Mandi's (2008) which applied to the Kingdom of Bahrain but it was written in the English.

In conclusion, all previous literature indicates that succession planning will increase in importance. The researcher hopes that the present study will fill the gap that exists in regards to Palestine due to this being the first documented research concerning succession planning in Gaza Strip as far as the researcher's knowledge. Furthermore, the presented previous studies helped in enriching the theoretical framework of this study, constructing the questionnaire and interpreting the resulting answers.

Chapter Four

The Practical Framework

Section One: Methodology and Procedures

Section Two: Testing Research Tool

Section Three: Analysis of the Sample Characteristics

Section Four: Data Analysis & Hypotheses Testing

Section One: Methodology and Procedures

Introduction

This study aims to examine the current state of succession planning in major non-governmental organizations in the Gaza Strip. In order to achieve this, this section addresses the methodology details used by the researcher. These includes: the adopted methodology, the research design and procedure, the characteristics of the research population and sample with the selection criteria, sources of data and questionnaire design.

Research Methodology

The researcher follows a descriptive analytical approach in conducting research as it is considered the most used in business and social studies and to achieve insight into the phenomenon of succession planning. This research describes the current state of succession planning in major non-governmental organizations in the Gaza Strip. The findings taken from this study are significant to produce new avenues with regard to the present and future of strategic organizational planning and help to further theory. This section presents the methods used to carry out the study and answer the research question.

Research Population

The target population of this study consists of non-governmental organizations in the Gaza Strip. The number of NGOs working in the Gaza Strip is 853 according to the Ministry of Interior for the year 2013.

Research Sample

The research sample is composed of 40 local NGOs working all over the Gaza Strip. The questionnaire was distributed to 40 NGOs working in the Gaza Strip. A total of 227 people were given the questionnaire and 208 completed questionnaires were returned, producing a 91.63% response rate for this study.

The selection of the sample was according to the following:

1. Inclusion Criteria: Inclusion criteria are the criteria for deciding who will be involved in the sample study. Therefore, the sample is selected from the study population according to the following attributes:
 - a. Each organization should have more than 20 employees.
 - b. Each organization's budget should be more than 1,000,000 Shekels.
 - c. Each organization should have been working for at least 8 years in the Gaza Strip.
 - d. Employees who are in key managerial positions such as director of an organization, deputy director, human resource manager, program manager, project coordinator and other similar jobs. should be included in the sample study.
2. Exclusion Criteria: Failure to meet the inclusion criteria defines who will be excluded from the sample study. Therefore, any organizations that do not meet the inclusion criteria are excluded.

Table (3)
Research Sample

No.	Association
1	Palestinian Association for Development and Heritage Protection.
2	Society of Physically Handicapped People - Gaza Strip
3	Palestinian Care Charitable Society
4	The Islamic Society
5	Right to Live Society
6	Red Crescent Society
7	Al Maghazi Community Rehabilitation
8	Al-Bait Assamed Association
9	Deir El Balah Rehabilitation Society
10	Society of Remedial Education Center
11	Al-Najda Social Association
12	Al-Wafa' Charitable Society
13	Union of Health Care Committee
14	Al Rahma Charity Association
15	Al-Sahaba Medical Complex
16	The Mercy Association for Children
17	Noor El Marefa El Khairia Association
18	Al Huda development Association
19	Al Amal Rehabilitation Society
20	The Culture & Free Thought Association
21	Engineers Association
22	Al Salah Islamic Society
23	Union of Health Work Committee
24	Scientific Council of the Salafiyeh Call in Palestine
25	Jabalia Rehabilitation Society
26	Afaq Jadeeda Association
27	Atfaluna Society for Deaf Children
28	Baytona Association for Community Development
29	Muslim Girls Society
30	Dar AlKitab Wa AlSonna Society
31	Patient's Friends Society
32	Palestinian Association for Development and Reconstruction (PADR)
33	Nuseirat Social & Training Rehabilitation Association
34	Ard Elinsan- Palestine
35	Public Aid Hospital
36	Palestinian Contractors Union
37	Alfalah Charitable Society
38	National Association of Moderation and Development (NAMD)
39	Palestinian Women's Union
40	Gaza Community Mental Health Programme

Source: Information provided by the Ministry of Interior, Department of Public Affairs (10/3/2013)

Methods of Data Collection

The researcher used two sources of data gathering in regard to the components of succession planning and related subjects affecting it and they are as follows:

1. Secondary Data: In writing the theoretical sections of this study, the researcher used:
 - a. Scientific journals and academic magazines.
 - b. Theses and dissertations accessed through the universities' libraries.
 - c. Textbooks.
 - d. Research papers, business articles and reports connected to the research topic.
 - e. Online resources.

2. Primary Data: A questionnaire was designed by the researcher especially for this study. The questionnaire was modified according to the recommendations of the thesis supervisor and a panel of experts.

Questionnaire Design and Content

The instrument used to gather data in this study was a three-part questionnaire, designed and developed especially for this research to measure the variables of interest and answer the research objectives.

The content of the questions were derived from research obtained in the review of literature, as guided by the research objectives and variables. The questionnaire was first modified according to the recommendation of the thesis supervisor and then it was evaluated by a number of experts in the field from different universities (Islamic University, Al-Azhar University, Al-Quds University/School of Public Health, Al-Quds Open University, University of Palestine and Al-Aqsa University) (see Appendix A).

The final copy of the questionnaire was modified according to the experts' recommendations. Additionally, the questionnaire was distributed to a random sample that consisted of 35 respondents from the study sample. This pilot study was carried out to test the wordings of questions and identify ambiguous questions. At the end of this process, no modifications were introduced to the questions as the researcher continued distributing the questionnaire to the research sample.

The questionnaire was designed in Arabic (see Appendix B) and then translated into English (see Appendix C). The questionnaire was provided with a cover letter that includes the title and aim of the study along with a privacy statement of information in order to encourage high response. Additionally, a definition of the used term in the questionnaire is written above the third part where it is used in the statements.

The questionnaire is composed of three parts, and they are as follows:

1. General information about the respondents' personal information (Gender, Age, Marital Status, Level of Education Attained, Job Title, Length of Service within the Organization, Years of experience, Times promoted within the organization).
2. Organizational factors (Age of Organization, Number of Employees Working).
3. The third part consists of five sections and they emphasize the following:
 - a. The degree of clarity of the concept of succession planning which consists of 14 statements.
 - b. Managerial support and effort levels which consists of 13 statements.
 - c. The existence of strategic and operational plans which consists of 16 statements.
 - d. The organizational culture which consists of 13 statements.
 - e. The current state of succession planning which consists of 14 statements.

Section Two: Testing Research Tool

Introduction

This section describes the tests of validity and reliability of the questionnaire used to gather data. These include the structure and expert validation of the questionnaire. In order to assess the reliability of the questionnaire and assess the external consistency between the items of the measuring instrument, the Cronbach alpha coefficient was calculated. Additionally, the used statistical analysis tools are presented.

Data Measurement

The final version of the measuring instrument used in this study assessed the five variables with 70 statements on the basis of a five-point Likert-type scale (see table 4) ranging from strongly disagree (1) to strongly agree (5). In this research, ordinal scales were used. Numbers assigned to importance (1, 2, 3, 4, 5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels.

Table (4)
Likert Scale

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Scale	5	4	3	2	1

Test of Normality for Each Field:

Table (5) shows the results for the Kolmogorov-Smirnov test of normality.

Table (5)
Kolmogorov-Smirnov Test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
The Degree of Clarity of the Concept of Succession Planning	0.953	0.142
Managerial Support and Effort Level	0.962	0.258
Existence of Strategic and Operational Plans	0.955	0.157
Organizational Culture	0.951	0.119
The Current State of Succession Planning	0.982	0.831
All paragraphs of the questionnaire	0.943	0.071

From Table (5), the p-value for each field is greater than the 0.05 level of significance, then the distribution for each field is normally distributed. Consequently, parametric tests are used to perform the statistical data analysis.

Statistical Analysis Tools

The researcher used both qualitative and quantitative data analysis methodology. The Data analysis is made utilizing (SPSS 20). The researcher utilized the following statistical tools:

1. Kolmogorov-Smirnov test of normality.
2. Pearson correlation coefficient for Validity.
3. Cronbach's Alpha for Reliability Statistics.
4. Frequency and Descriptive analysis.
5. Parametric Tests:

- a. The T-test is used to determine if the mean of a paragraph is significantly different from a hypothetical value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, then the mean of a paragraph is significantly different from a hypothetical value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than the hypothetical value of 3. On the other hand, if the P-value (Sig.) is greater than the level of significance, then the mean of a paragraph is insignificantly different from a hypothetical value 3.
- b. The Independent Samples T-test is used to examine if there is a statistically significant difference between two means among the respondents toward The Current State of Succession Planning in Major Non-Governmental Organizations (NGOs) in the Gaza Strip due to (Gender and Marital Status).
- c. The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward The Current State of Succession Planning in Major Non-Governmental Organizations (NGOs) in the Gaza Strip due to (Age, Qualifications, Level of Education Attained, Job Title, Length of Service within the Organization, Years of experience outside the Organization, Times promoted within the Organization, Number of Employees and Age of Organization).

Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measured. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include external, internal and structural validity (Gravetter and Forzano, 2012, p. 167):

1. **External Validity of the Questionnaire:** The questionnaire was evaluated by a number of experts in the field from different universities (Islamic University, Al-Azhar University, Al-Quds University/School of Public Health, Al-Quds Open University, University of Palestine and Al-Aqsa University). The final copy of the questionnaire was modified according to the experts' recommendations.
2. **Internal Validity of the Questionnaire:** Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consists of 35 questionnaires and measures the correlation coefficients between each paragraph in one field and the whole field.
 - a. Table (6) clarifies the correlation coefficient for each paragraph of the "The Degree of Clarity of the Concept of Succession Planning" and the total of the field.

Table (6)
Correlation Coefficient of Each Paragraph of "The Degree of Clarity of the Concept of Succession Planning" and the Total of this Field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The organization identifies candidates for promotion based on competences and qualifications.	.749	0.000*
2.	Decision-makers assess career planning requirements in key positions.	.848	0.000*
3.	Staff competencies are developed to meet the organization's current and future needs.	.783	0.000*

4.	The organization assesses future needs of human resources periodically.	.773	0.000*
5.	The organization uses succession planning needs to train and develop staff appropriately.	.770	0.000*
6.	The required skills and knowledge for key positions in the organization are identified.	.662	0.000*
7.	There are plans to develop staff aimed at narrowing the gap between their present work needs and future work requirements.	.687	0.000*
8.	Knowledge and experience gained through work by incumbents of key positions are transferred to their replacements before leaving the organization.	.556	0.000*
9.	A definite structure exists in the organization for the current and future talent needs.	.845	0.000*
10.	Various means are established to compare individual's current competencies to the requirements of a future position to facilitate the succession planning process.	.834	0.000*
11.	The organization analyzes the workload for the purposes of determining the surplus and deficit of jobs.	.796	0.000*
12.	There is a clear policy in the organization that recommends upgrading staff from within.	.734	0.000*
13.	The organization holds workshops to train individuals on career planning.	.823	0.000*
14.	There is a definite written guide for succession planning that guides the senior management.	.821	0.000*

* Correlation is significant at the 0.05 level

The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha=0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what was set out to be measured.

- b. Table (7) clarifies the correlation coefficient for each paragraph of the "Managerial Support and Effort Level" and the total of the field.

Table (7)
Correlation Coefficient of Each Paragraph of "Managerial Support and Effort Level" and the Total of this Field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The organization supports learning by providing opportunities for internal and external training.	.660	0.000*
2.	The organization encourages employees to develop their skills and experience to ensure the continuation of the organizational competitive advantage.	.733	0.000*
3.	The organization designs and conducts specific development programs to develop staff in line with the succession planning programme.	.832	0.000*
4.	The human resource management in the organization provides the necessary policies and procedures to ensure staff development.	.744	0.000*
5.	The organization allocates a budget for the implementation of talent management strategy.	.856	0.000*
6.	The heads of departments identify and develop competencies of staff and retain them as a means of the followed succession planning procedures.	.662	0.000*
7.	The organization encourages improvement and development initiatives of individuals that serve the succession planning policies.	.607	0.000*

8.	The organization invests the various training activities to develop the roles of individuals.	.557	0.000*
9.	The organization provides the necessary resources and capabilities for the development of all employees, each according to his/her field.	.724	0.000*
10.	The organization applies the incentives and rewards system for employees to contribute to raising the quality of their performance.	.785	0.000*
11.	The organization includes the succession planning within the annual plan.	.744	0.000*
12.	The senior management in the organization is convinced with and supports the important role of succession planning.	.708	0.000*
13.	Managers appreciate the value of the preparation of replacements for employees who are in key positions through their consent and encouragement to do so.	.793	0.000*

* Correlation is significant at the 0.05 level

The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$. It can be seen that the paragraphs of this field are consistent and valid to measure what was set to be measured.

c. Table (8) clarifies the correlation coefficient for each paragraph of the "Existence of Strategic and Operational Plans" and the total of the field.

Table (8)
Correlation Coefficient of Each Paragraph of "Existence of Strategic and Operational Plans" and the Total of this Field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The organization has a clear strategic plan that works on implementing it.	.663	0.000*
2.	The strengths and weaknesses of the staff and managers are linked to the future strategic goals of the organization.	.652	0.000*
3.	Operational plans exist in the organization to transfer employees to different positions to train them and equip them with the necessary expertise.	.750	0.000*
4.	Career development programs are linked to the organizational strategic plan.	.651	0.000*
5.	A database of the skills and qualifications of employees exists in the organization's plans.	.592	0.000*
6.	A succession plan exists in the organization that directs the planning process for leadership positions.	.720	0.000*
7.	The human resources department in the organization plans and implements a program to develop successors for key positions in all departments.	.747	0.000*
8.	The organization uses software to help management track individuals' progress in the succession plan.	.744	0.000*
9.	There is an established mean in the organization to track developmental activities for high potentials that prepare them for advancement.	.770	0.000*
10.	The human resources department staff follows with managers the development plans that are based on the assessment of capacities or competences.	.785	0.000*
11.	There is an accurate system for measuring the performance of employees to track their progress and career development.	.814	0.000*
12.	The organization assesses the benefits from the training programs for developing the skills and experiences of employees.	.818	0.000*

13.	Policies and procedures exist in the organization related to the planning of professional development and career paths.	.798	0.000*
14.	Career development programs are linked to the succession planning programme.	.795	0.000*
15.	There is a strategic plan in the organization that includes objectives for the development of management and staff.	.775	0.000*
16.	The organization implements recruitment policies that contribute to the provision of the required competencies in the right time and place.	.738	0.000*

* Correlation is significant at the 0.05 level

The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$. It can be seen that the paragraphs of this field are consistent and valid to measure what was set to be measured.

- d. Table (9) clarifies the correlation coefficient for each paragraph of the "Organizational Culture" and the total of the field.

Table (9)
Correlation Coefficient of Each Paragraph of "Organizational Culture" and the Total of this Field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	There is an encouraging organizational workplace climate for increased participation in the succession planning programme.	.751	0.000*
2.	There is a positive organizational workplace that stimulates and encourages creativity.	.729	0.000*
3.	The organizational culture promotes the practice of recruiting, grooming and retaining administrative and leadership talent.	.553	0.000*
4.	Preparation and promotion of leaders from within the organization constitute a part of the accepted organizational philosophy/ policy.	.546	0.000*
5.	Provide feedback and encouragement to employees so that they are made to feel good about themselves.	.700	0.000*
6.	The organization encourages full employee engagement by taking steps to build involvement in decision making on succession planning programme.	.820	0.000*
7.	The organization is committed to providing equal opportunities for all employees in career advancement.	.746	0.000*
8.	Employees feel of belonging and loyalty to the organization.	.506	0.001*
9.	The management encourages employees to apply for vacant jobs in the organization.	.666	0.000*
10.	The organization encourages all employees to apply for leadership positions without discrimination.	.757	0.000*
11.	The organization strengthens the culture of knowledge and information-sharing among staff effectively.	.778	0.000*
12.	The organization gives employees a priority in filling vacancies that opens up in the organization.	.725	0.000*
13.	The organization encourages women to apply for leadership positions.	.718	0.000*

* Correlation is significant at the 0.05 level

The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$. It can be seen that the paragraphs of this field are consistent and valid to measure what was set to be measured.

- e. Table (10) clarifies the correlation coefficient for each paragraph of the "The Current State of Succession Planning" and the total of the field.

Table (10)
Correlation Coefficient of Each Paragraph of "The Current State of Succession Planning" and the Total of this Field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The organization makes an effort to plan for workforce needs in advance for reasons such as promotions and retirements.	.781	0.000*
2.	Measure the percentage of leaders who will be eligible to retire in the next 5 years.	.797	0.000*
3.	The organization identifies qualified candidates from within to fill key positions when they become vacant.	.799	0.000*
4.	The senior management identifies the positions that have a significant impact in the organization.	.610	0.000*
5.	Members of the executive staff are more often selected internally.	.377	0.013*
6.	The organization gives employees a chance to promote themselves professionally and achieve their career goals.	.498	0.001*
7.	Sensitive positions associated with the achievement of the main objectives of the organization are identified.	.669	0.000*
8.	Plans, policies and procedures, prepared in advance, are followed, so that emergencies can be avoided when key employees are absent or left the organization.	.285	0.048*
9.	Employee turnover is monitored to take that into account when implementing the succession planning programme.	.749	0.000*
10.	The organization identifies employees with outstanding performance that achieve the goals and expectations required from them.	.779	0.000*
11.	The organization determines an action plan to address poor performance.	.682	0.000*
12.	The impact of leaving employees to work and its risk on the organization is measured in terms of productivity and competitive advantage.	.799	0.000*
13.	The organization applies job enrichment through the addition of new responsibilities and delegations to those employees with high potential to deepen their experience and refine their skills.	.746	0.000*
14.	The organization delegates authorities to employees with high potential to take on new tasks.	.620	0.000*

* Correlation is significant at the 0.05 level

The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$. It can be seen that the paragraphs of this field are consistent and valid to measure what was set to be measured.

3. **Structural Validity of the Questionnaire:** Structure validity is the second statistical test that is used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of the Liker scale.

Table (11) clarifies the correlation coefficient for each field and the whole questionnaire.

Table (11)
Correlation Coefficient of Each Field and the Whole of Questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The Degree of Clarity of the Concept of Succession Planning	.947	0.000*
2.	Managerial Support and Effort Level	.939	0.000*
3.	Existence of Strategic and Operational Plans	.961	0.000*
4.	Organizational Culture	.969	0.000*
5.	The Current State of Succession Planning	.910	0.000*

* Correlation is significant at the 0.05 level

The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be seen that the fields are valid to be measured due to what was set out to achieve the main aim of the study.

Reliability of the Research (Cronbach's Coefficient Alpha)

Reliability is the degree of consistency and precision or accuracy that a measuring instrument demonstrates. The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Other terms used interchangeably with reliability are stability, dependability and predictability. If for instance, an instrument elicits similar circumstances, the test is said to be consistent, and therefore, it can be depended upon (Sevilla et al., 2007, p. 196).

Cronbach's Coefficient Alpha is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value is between 0.0 and + 1.0. Higher values reflect a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (12) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire.

Table (12)
Cronbach's Alpha for Each Field of the Questionnaire

No.	Field	Cronbach's Alpha
1	The Degree of Clarity of the Concept of Succession Planning	0.945
2	Managerial Support and Effort Level	0.926
3	Existence of Strategic and Operational Plans	0.941
4	Organizational Culture	0.913
5	The Current State of Succession Planning	0.900
All paragraphs of the questionnaire		0.983

In the fields, values of Cronbach's Alpha were in the range of 0.900 and 0.945. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.983 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Therefore, it can be seen that the researcher proved that the questionnaire was valid, reliable, and ready for distribution to the population sample.

Section Three: Analysis of the Sample Characteristics

Introduction

In this section, an analysis is provided for the research sample characteristics, including personal and organizational characteristics.

Analysis of Personal Characteristics

The respondents' personal information are analyzed including; gender, age, marital status, level of education attained, job title, length of service within the organization, year of experience outside the organization and times promoted within the organization. The following charts illustrate the properties of the research sample:

1. Gender

Table (13)
Gender

Gender	Frequency	Percent
Male	113	54.3
Female	95	45.7
Total	208	100.0

Table No. (13) shows that 54.3% of the sample are Males and 45.7% of the sample are Females .

The researcher attributes the greater number of male respondents' answers over that of females to the fact that Palestinian society is a patriarchal one and there still exists a preference of employing males in key and leadership positions over females. The researcher considers the difference in percentage as not that big as just 8.6%; women in general are more active now than in the past in regard to the labor force. NGOs are trying to some extent to have equal opportunities in employment; it is one of the NGOs operation principles and one main requirement of the donors to promote gender equality. Additionally, despite the narrowing of the gap between males and females in labor force participation, male participation remains higher than that of female participation. In general, the percentage of men who hold positions such as managers and senior officials are higher than that of women (Palestinian Central Bureau of Statistics, 2012, p. 52, 55).

2. Age

Table (14)
Age

Age	Frequency	Percent
Less than 30	54	26.0
30- Less than 40	84	40.4
40- Less than 50	48	23.1
50 +	22	10.6
Total	208	100.0

Table No. (14) shows that 66.40% of the sample are less than 40 years, 33.7% of the sample are of 40 years and older.

The researcher attributes these results to it being normal for those who occupy managerial positions with expertise and certificates due to them being able to obtain these positions after many years in their various fields of study and in administrative work.

3. Marital Status

Table (15)
Marital Status

Marital Status	Frequency	Percent
Married	164	78.8
Single	43	20.7
Widowed	1	0.5
Divorced	-	-
Total	208	100.0

Table No. (15) shows that 78.8% of the sample are married, 20.7% of the sample are single and 0.5% are widowed.

These results mean that a majority of the sample of respondents who occupy key positions in non-governmental organizations are married and tend to have job stability, advancement and do not leave their work easily.

4. Level of Education Attained

Table (16)
Level of Education Attained

Level of Education Attained	Frequency	Percent
Diploma	25	12.0
Bachelor's Degree	148	71.2
Master's Degree	32	15.4
PhD	3	1.4
Total	208	100.0

Table No. (16) shows that 12.0% of the sample are "Diploma Degree", 71.2% of the sample are "Bachelor's Degree", 16.8% of the sample are holders of higher education.

The ratios indicate that there is a clear interest on the part of non-governmental organizations in regard to educational attainment due to the majority of the sample having a bachelor's degree. Additionally, there are 88% of the sample who obtained bachelor degrees and more. Among them, there are 16.8% who obtained a masters and doctoral degrees. This is clear evidence that the individuals have a keen interest in developing their skills and competencies through making financial investments to develop their careers that makes them capable of competing for the main positions that become vacant in non-governmental organizations.

5. Job Title

Table (17)
Job Title

Job Title	Frequency	Percent
Director	23	11.1
Deputy Director	9	4.3
HR Manager	13	6.3

Program Manager	60	28.8
Project Coordinator	38	18.3
Other	65	31.3
Total	208	100.0

Table No. (17) shows that 50.5% of the sample are Managers, 49.6% of the sample are Project Coordinators and other positions.

These ratios demonstrate two things; a higher administrative level of the respondents on one hand and the seriousness of the non-governmental organizations in regard to dealing with the questionnaire on the other hand where the questionnaires were mobilized by the target group specifically and this gives us accuracy in terms of answers.

6. Length of Service within the Organization

Table (18)
Length of Service within the Organization

Length of Service within the Organization	Frequency	Percent
Less than 5 years	62	29.8
5- Less than 10 years	57	27.4
10- Less than 15 years	43	20.7
15+	46	22.1
Total	208	100.0

Table No. (18) shows that 29.8% of the sample have less than 5 years of experience, 70.2% of the sample have an experience of 5 years or more.

The researcher attributes the length of service within the organization which enabled the respondents to gain experience. This also refers to the expansion within the realm of the work of NGOs and towards somewhat creating continuity and stability within the work of non-governmental organizations. This can be seen from the ratios that 70.20% of the respondents have more than 5 years of experience are the majority which means that they have a good level of experience and career competencies that can help enhance their career opportunities.

7. Years of Experience outside the Organization

Table (19)
Years of Experience outside the Organization

Years of experience outside the Organization	Frequency	Percent
Less than 5 years	138	66.3
5- Less than 10 years	38	18.3
10- Less than 15 years	18	8.7
15+	14	6.7
Total	208	100.0

Table No. (19) shows that 84.6% of the sample has experience of less than 10 years, 15.4% of the sample has 10 or more years of experience.

It is notable that the largest percentage of those who have years of service outside the organization of less than 10 years is 84.6%; the researcher attributes this to the low rates of turnover where there is stability in the work of Palestinian NGOs.

8. Times Promoted within the Organization

Table (20)
Times Promoted within the Organization

Times promoted within the Organization	Frequency	Percent
Never	74	35.6
One Time	55	26.4
Two Times	37	17.8
Three Times	28	13.5
Four Times and above	14	6.7
Total	208	100.0

Table No. (20) shows that 35.6% of the sample have not been promoted within the organization, 64.4% of the sample were promoted one time or more.

It is noticed that the majority of respondents have been promoted one or more times. The researcher thinks that promotion is about pushing the limits of one's current position. It's about showing that one has outgrown his/her current responsibilities, and that he/she ready to take on new ones. A recent study (Bidwell, 2012) revealed that workers promoted from within have valuable organizational-specific skills that can translate into better performance reviews.

Analysis of Organizational Characteristics

1. Number of Employees

Table (21)
Number of Employees

Number of Employees	Frequency	Percent
20- 30	45	21.6
31-40	23	11.1
41-50	19	9.1
51 +	121	58.2
Total	208	100.0

Table No. (21) shows that 32.7% of the organization have 20- 40 employees, 67.3% of the organization have 40 employees or more. The result shows that the majority 67.3% of major NGOs have more than 40 employees. This matches the selection criteria that were set up by the researcher.

2. Age of Organization

Table (22)
Age of Organization

Age of Organization	Frequency	Percent
8- 11	21	10.1
12-15	22	10.6
16-19	24	11.5
20 +	141	67.8
Total	208	100.0

Table (22) shows that 10.1% of the respondents say that their workplace has been operating between 8-11 years, 10.6% between 12-15 years, and 11.5 % between 16-19 years and 20 years and above are 67.8%.

This result shows that 67.8 % of major NGOs have more than 20 year of existence which reflects their sustainability to pursue their work in spite of the hard situation that exists within the Gaza strip. They are more likely to have developed strategies, policies, procedures and internal systems that reflect their capability to manage individuals successfully and to keep their competitive advantage.

Section Four: Data Analysis and Hypotheses Testing

Introduction

This section provides an overview of data analysis and hypotheses testing. The One Sample T-test is used to determine if the mean of a paragraph is significantly different from a hypothetical value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, then the mean of a paragraph is significantly different from a hypothetical value of 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than the hypothetical value of 3. On the other hand, if the P-value (Sig.) is greater than the level of significance, then the mean of a paragraph is insignificantly different from a hypothetical value of 3.

Analysis for Each Field

The following is the analysis of the third section of the questionnaire.

1. The Degree of Clarity of the Concept of Succession Planning

Table (23) shows the respondents' opinions towards the first dimension.

Table (23)
Means and Test Values for “The Degree of Clarity of the Concept of Succession Planning”

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The organization identifies candidates for promotion based on competences and qualifications.	3.84	76.73	12.32	0.000*	1
2.	Decision-makers assess career planning requirements in key positions.	3.71	74.24	10.92	0.000*	2
3.	Staff competencies are developed to meet the organization's current and future needs.	3.71	74.23	10.53	0.000*	3
4.	The organization assesses future needs of human resources periodically.	3.58	71.61	8.61	0.000*	6
5.	The organization uses succession planning needs to train and develop staff appropriately.	3.38	67.54	5.79	0.000*	9
6.	The required skills and knowledge for key positions in the organization are identified.	3.65	72.95	10.66	0.000*	5
7.	There are plans to develop staff aimed at narrowing the gap between their present work needs and future work requirements.	3.46	69.23	7.03	0.000*	8
8.	Knowledge and experience gained through work by incumbents of key positions are transferred to their replacements before leaving the organization.	3.70	74.04	11.46	0.000*	4
9.	A definite structure exists in the organization for the current and future talent needs.	3.50	69.90	6.84	0.000*	7
10.	Various means are established to compare individual's current competencies to the requirements of a future position to facilitate the succession planning process.	3.33	66.67	5.07	0.000*	10
11.	The organization analyzes the workload for the purposes of determining the surplus and deficit of jobs.	3.33	66.50	4.74	0.000*	11
12.	There is a clear policy in the organization that recommends upgrading staff from within.	3.21	64.23	2.88	0.002*	13

13.	The organization holds workshops to train individuals on career planning.	3.23	64.61	3.00	0.002*	12
14.	There is a definite written guide for succession planning that guides the senior management.	2.93	58.55	-0.96	0.170	14
All paragraphs of the field		3.47	69.39	9.20	0.000*	

* The mean is significantly different from 3

The mean of paragraph #1 “The organization identifies candidates for promotion based on competences and qualifications” equals 3.84 (76.73%), Test-value = 12.32, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive. The mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #2 “Decision-makers assess career planning requirements in key positions” equals 3.71 (74.24%), Test-value = 10.92, and P-value = 0.000 which is smaller than the level significance $\alpha=0.05$. The sign of the test is positive. The mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #12 “There is a clear policy in the organization that recommends upgrading staff from within” equals 3.21 (64.23%), Test-value = 2.88, and P-value = 0.002 which is smaller than the level of significance $\alpha=0.05$. Thus, the mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #14 “There is a definite written guide for succession planning that guides the senior management” equals 2.93 (58.55%), Test-value = -0.96, and P-value = 0.170 which is greater than the level of significance $\alpha=0.05$. Thus, the mean of this paragraph is insignificantly and different from the hypothetical value of 3. It can be concluded that the respondents are neutral to this paragraph.

In general, the mean of the field “The Degree of Clarity of the Concept of Succession Planning” equals 3.47 (69.39%), Test-value = 9.20, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive and the mean of this field is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to field of “The Degree of Clarity of the Concept of Succession Planning ”.

Based upon the results, it is clear that the degree of clarity of the concept of succession planning has an impact upon the current state of succession planning. Furthermore, the degree of clarity of the concept of succession planning from the respondents' point of view is considered average. This is evidence that reflects upon the initial preparation of major NGOs to implement succession planning. The results demonstrate that non-governmental organizations demonstrate keenness in regards to promoting employees based on competence and qualifications but still they need to know more and raise their awareness about succession planning.

A research study conducted by (Shipman, 2007) found out that all of the survey participant organizations acknowledged that the concept was new to their organizations. The results are consistent with the study of (Kim, 2010) which states that the development activities for candidates in succession planning are designed to close gaps

identified through assessment. It is also consistent with the study of (Mandi, 2008) which showed that succession planning supports sustaining organizational knowledge, memory and core competencies. Additionally, it is consistent with the study of (Shaltout, 2009) which stated that career planning and development training is conducted.

The results are inconsistent with the study of (Al Methahab, 2007) which revealed that only 14% have career planning activities and among those activities is succession planning. It is also inconsistent with the study of (Al Madhoon, 2005) which stated that there is little attention paid to career paths. Moreover, it is inconsistent with the study of (Al Methahab, 2007) which revealed that 14% identified the differences between required skills and competencies for the jobs and those currently possessed by the employees. The researcher attributes the results to the fact that the major NGOs are well aware that the degree of clarity of the concept of succession planning is very important in the process of its application.

2. Managerial Support and Effort Level

Table (24) shows the respondents' opinions towards the second dimension.

Table (24)
Means and Test Values for “Managerial Support and Effort Level”

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The organization supports learning by providing opportunities for internal and external training.	3.92	78.46	15.30	0.000*	1
2.	The organization encourages employees to develop their skills and experience to ensure the continuation of the organizational competitive advantage.	3.87	77.31	12.95	0.000*	2
3.	The organization designs and conducts specific development programs to develop staff in line with the succession planning programme.	3.40	68.08	6.43	0.000*	7
4.	The human resource management in the organization provides the necessary policies and procedures to ensure staff development.	3.35	67.02	5.21	0.000*	8
5.	The organization allocates a budget for the implementation of talent management strategy.	3.11	62.21	1.53	0.064	12
6.	The heads of departments identify and develop competencies of staff and retain them as a means of the followed succession planning procedures.	3.55	71.07	8.97	0.000*	5
7.	The organization encourages improvement and development initiatives of individuals that serve the succession planning policies.	3.63	72.50	10.43	0.000*	4
8.	The organization invests the various training activities to develop the roles of individuals.	3.64	72.85	9.96	0.000*	3
9.	The organization provides the necessary resources and capabilities for the development of all employees, each according to his/her field.	3.50	70.10	7.35	0.000*	6
10.	The organization applies the incentives and rewards system for employees to contribute to raising the quality of their performance.	3.16	63.19	1.90	0.030*	11
11.	The organization includes the succession planning within the annual plan.	3.04	60.77	0.52	0.300	13

12.	The senior management in the organization is convinced with and supports the important role of succession planning.	3.27	65.37	3.65	0.000*	10
13.	Managers appreciate the value of the preparation of replacements for employees who are in key positions through their consent and encouragement to do so.	3.35	66.92	4.83	0.000*	9
All paragraphs of the field		3.45	68.92	8.47	0.000*	

* The mean is significantly different from 3

The mean of paragraph #1 “The organization supports learning by providing opportunities for internal and external training” equals 3.92 (78.46%), Test-value = 15.30 and P-value = 0.000 which is smaller than the level of significance. The sign of the test is positive. The mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #2 “The organization encourages employees to develop their skills and experience to ensure the continuation of the organizational competitive advantage.” equals 3.87 (77.31%), Test-value = 12.85 and P-value = 0.000 which is smaller than the level of significance. The sign of the test is positive. The mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #5 “The organization allocates a budget for the implementation of talent management strategy” equals 3.11 (62.21%), Test-value = 1.53, and P-value = 0.064 which is greater than the level of significance. The mean of this paragraph is insignificantly different from the hypothetical value of 3. It can be concluded that the respondents are neutral to this paragraph.

The mean of paragraph #11 “The organization includes the succession planning within the annual plan” equals 3.04 (60.77%), Test-value = 0.52, and P-value = 0.300 which is greater than the level of significance. The mean of this paragraph is insignificantly different from the hypothetical value of 3. It can be concluded that the respondents are neutral to this paragraph.

In general, the mean of the field “Managerial Support and Effort Level” equals 3.45 (68.92%), Test-value = 8.47, and P-value=0.000 which is smaller than the level of significance. The sign of the test is positive. Thus, the mean of this field is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to field of “Managerial Support and Effort Level ”.

The respondents approved and believe that the managerial support and effort level that is provided by the managers of major NGOs has an impact on the current state of succession planning practices. The managerial support and effort level needs more of top management participation and support and it should be strongly evident. The personal involvement of top managers-and even that of the organizational board- should motivate participants and ensure that other members of the management team devote time and effort to the succession planning programme.

The results of this field are consistent with the findings of the study of (Kim, 2010) which stressed the importance of succession planning and considered it as a strategic

plan for the future. Moreover, top management's commitment is a key factor to the successful implementation of succession planning. Moreover, the results are consistent with the findings of the study of (Mandi, 2008) in that developing and maintaining the most precious asset of the organization, its high potential employees, is a cornerstone for an organization in achieving long-term viability. The result of this field is consistent with the study of (Abu Saleema, 2007) which states that training is well supported by the top level of administration. It is also consistent with the study of (Shaltout, 2009) which stated that they encourage development through the paying of incentives and bonuses.

It is worth pointing out that the results of this field are inconsistent with the study of (Gallo, 2010) in that there should also be a focus on internal rewards when developing people. The results are inconsistent with the study of (Al Madhoun, 2005) which states that respondents are not satisfied with the applied promotion policies and about developing their careers.

In addition, this result is inconsistent with the study of (Al Heeti, 2004) which revealed that there is low interest in developing employees' careers and the top management does not play a direct and an effective role in employees' career development.

3. Existence of Strategic and Operational Plans

Table (25) shows the respondents answers towards the third dimension.

Table (25)
Means and Test Values for “Existence of Strategic and Operational Plans”

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The organization has a clear strategic plan that works on implementing it.	3.94	78.75	14.03	0.000*	1
2.	The strengths and weaknesses of the staff and managers are linked to the future strategic goals of the organization.	3.59	71.83	9.14	0.0008	4
3.	Operational plans exist in the organization to transfer employees to different positions to train them and equip them with the necessary expertise.	3.37	67.44	5.22	0.000*	9
4.	Career development programs are linked to the organizational strategic plan.	3.44	68.75	6.28	0.000*	7
5.	A database of the skills and qualifications of employees exists in the organization's plans.	3.64	72.78	9.81	0.000*	2
6.	A succession plan exists in the organization that directs the planning process for leadership positions.	3.08	61.55	1.16	0.125	15
7.	The human resources department in the organization plans and implements a program to develop successors for key positions in all departments.	3.06	61.26	0.93	0.178	16
8.	The organization uses software to help management track individuals' progress in the succession plan.	3.20	63.96	2.75	0.003*	12
9.	There is an established mean in the organization to track developmental activities for high	3.19	63.75	2.65	0.004*	13

	potentials that prepare them for advancement.					
10.	The human resources department staff follows with managers the development plans that are based on the assessment of capacities or competences.	3.27	65.38	3.78	0.000*	10
11.	There is an accurate system for measuring the performance of employees to track their progress and career development.	3.25	64.90	3.37	0.000*	11
12.	The organization assesses the benefits from the training programs for developing the skills and experiences of employees.	3.47	69.37	6.59	0.000*	6
13.	Policies and procedures exist in the organization related to the planning of professional development and career paths.	3.38	67.50	5.52	0.000*	8
14.	Career development programs are linked to the succession planning programme.	3.15	62.98	2.12	0.018*	14
15.	There is a strategic plan in the organization that includes objectives for the development of management and staff.	3.50	69.90	6.69	0.000*	5
16.	The organization implements recruitment policies that contribute to the provision of the required competencies in the right time and place.	3.62	72.40	9.51	0.000*	3
All paragraphs of the field		3.38	67.67	7.17	0.000*	

* The mean is significantly different from 3

The mean of paragraph #1 “The organization has a clear strategic plan that works on implementing it” equals 3.94 (78.75%), Test-value = 14.03, and P-value = 0.000 which is smaller than the level of significance. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #5 “A database of the skills and qualifications of employees exists in the organization's plans.” equals 3.64 (72.78%), Test-value = 9.81, and P-value = 0.000 which is smaller than the level of significance. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #6 “A succession plan exists in the organization that directs the planning process for leadership positions” equals 3.08 (61.55%), Test-value = 1.16, and P-value = 0.125 which is greater than the level of significance. The mean of this paragraph is insignificantly different from the hypothetical value of 3. It can be concluded that the respondents are neutral to this paragraph.

The mean of paragraph #7 “The human resources department in the organization plans and implements a program to develop successors for key positions in all departments” equals 3.06 (61.26%), Test-value = 0.93, and P-value = 0.178 which is greater than the level of significance. The mean of this paragraph is insignificantly different from the hypothetical value of 3. We conclude that the respondents are neutral to this paragraph. In general, the mean of the field “Existence of Strategic and Operational Plans” equals 3.38 (67.67%), Test-value = 7.17, and P-value=0.000 which is smaller than the level of significance. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value of 3. We conclude that the respondents agreed to field of “Existence of Strategic and Operational Plans”.

There is an average consensus by the respondents concerning the existence of strategic and operational plans at the organizations they work and they have an impact on the current state of succession planning practices. It is worth mentioning that decision makers must take active steps to build consideration of succession planning issues into the formulation of strategic and operational plans. Furthermore, top management should take action steps to narrow the gap between the available and needed plans.

The findings of this field are inconsistent with the research study conducted by (Shipman, 2007) which found out that all of the survey participant organizations acknowledged that they did not have a formal succession plan; they all acknowledged that the concept was new to their organizations. This is inconsistent with the study of (Hughes Butt, 2008) which states that 70% of the study sample have succession plans in place and also the study of (Mandi, 2008) states that there is an absence of formal succession planning and the employment system lacks the following; proper salary and incentive system, employees' training and development, and participation and effective integration among employees. Furthermore, there is no overall strategic plan for the organization that links succession planning to it. Moreover, the study of (Beever, 2008) acknowledged that many organizations do not yet have succession management strategies in place. The study of (Cross, 2009) states that there is no formal succession planning programme, but there are efforts to provide leadership development. The study of (Mercer, 2009) states that succession planning was predominantly informal. Also, the study of (Richards, 2009) acknowledged that while leadership development activities were prevalent, few institutions had formal succession plans.

The result of this field is consistent with the finding of the study of (Kim, 2010) which states that they use the assessment of individuals who are nominated or selected as candidates for an SP&M programme or are in the talent pool. Moreover, the findings are inconsistent with the study of (Shbeir, 2004) which states that little attention is paid to the planning and development processes and that the existing regulations at NGOs lack a lot of important items regarding the development and management of human resources. The findings are also inconsistent with the study of (Al Madhoun, 2005) which states that a majority of the non-governmental organizations do not have a formal strategic planning. Moreover, it is inconsistent in which they have a performance appraisal system but its outputs are not used to enhance employees' career development.

4. Organizational Culture

Table (26) shows the respondents answers towards the fourth dimension.

Table (26)
Means and Test Values for “Organizational Culture”

No.	Item	Mean	Proportional Mean (%)	Test value	P-value (Sig.)	Rank
1.	There is an encouraging organizational workplace climate for increased participation in the succession planning programme.	3.26	65.19	3.70	0.000*	13
2.	There is a positive organizational workplace that stimulates and encourages creativity.	3.37	67.40	5.17	0.000*	9
3.	The organizational culture promotes the practice of recruiting, grooming and retaining	3.55	71.06	7.89	0.000*	6

	administrative and leadership talent.					
4.	Preparation and promotion of leaders from within the organization constitute a part of the accepted organizational philosophy/ policy.	3.40	68.08	5.73	0.000*	8
5.	Provide feedback and encouragement to employees so that they are made to feel good about themselves.	3.42	68.49	5.85	0.000*	7
6.	The organization encourages full employee engagement by taking steps to build involvement in decision making on succession planning programme.	3.30	65.96	4.19	0.000*	11
7.	The organization is committed to providing equal opportunities for all employees in career advancement.	3.27	65.38	3.69	0.000*	12
8.	Employees feel they belong to and are loyal to the organization.	3.80	75.94	12.72	0.000*	1
9.	The management encourages employees to apply for vacant jobs in the organization.	3.70	73.91	10.43	0.000*	4
10.	The organization encourages all employees to apply for leadership positions without discrimination.	3.36	67.28	5.09	0.000*	10
11.	The organization strengthens the culture of knowledge and information-sharing among staff effectively.	3.72	74.44	10.46	0.000*	3
12.	The organization gives employees a priority in filling vacancies that opens up in the organization.	3.73	74.62	9.98	0.000*	2
13.	The organization encourages women to apply for leadership positions.	3.61	72.21	8.02	0.000*	5
All paragraphs of the field		3.50	69.98	9.08	0.000*	

* The mean is significantly different from 3

The mean of paragraph #8 “Employees feel of belonging and loyalty to the organization” equals 3.80 (75.94%), Test-value = 12.72, and P-value = 0.000 which is smaller than the level of significance. The sign of the test is positive, thus the mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #12 “The organization gives employees a priority in filling vacancies that opens up in the organization.” equals 3.27 (65.38%), Test-value = 3.69, and P-value = 0.000 which is smaller than the level of significance. The sign of the test is positive, thus the mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #7 “The organization is committed to providing equal opportunities for all employees in career advancement.” equals 3.80 (75.94%), Test-value = 12.72, and P-value = 0.000 which is smaller than the level of significance. The sign of the test is positive, thus the mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #13 “There is an encouraging organizational workplace climate for increased participation in the succession planning programme” equals 3.26 (65.19%), Test-value = 3.70, and P-value = 0.000 which is smaller than the level of significance. The sign of the test is positive, so the mean of this paragraph is

significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

In general, the mean of the field “Organizational Culture” equals 3.50 (69.98%), Test-value = 9.08, and P-value=0.000 which is smaller than the level of significance. The sign of the test is positive, so the mean of this field is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to the field of “Organizational Culture”.

There is an average approval of the study sample that the organizational culture affects the current state of succession planning in the organizations in which they work at. This field analyses the readiness factors that pertain to the culture in the organization. Therefore, the organizational culture still needs more improvements.

According to the point of view of the sample respondents, they agreed that organizations encourage women to apply to leadership positions. In Palestine, the proportion of women who hold positions as senior officials and managers is 3.3%, while the proportion of men is 5.2%. Women who hold managerial positions in the public sector reached 13% out of the total number of managerial positions (Palestinian Central Bureau of Statistic, 2012, p. 55). The results are consistent with the results of the study of (Kim, 2010) in that succession planning is a factor in increasing the percentage of females in the workforce, especially in leadership positions and related to equal employment opportunities. Furthermore, the study of (Mercer, 2009) stated that the organization is committed to providing equal opportunities for advancement to all employees.

The findings of this field are consistent with the study of (Mateso, 2010) in that unsuitable organizational culture affects succession planning and management efforts but inconsistent with its findings in that it recommended improving strategies to promote women. In addition, the study of (Mandi, 2008) stated that organizational culture is an important factor to be considered in the success of succession planning. Knowledge-sharing is considered to be a main issue towards the implementation of a succession planning process. Moreover, this result is inconsistent with the study of (Al Heeti, 2004) which revealed that the organizational culture does not encourage employees in career development. The results are inconsistent with the study of (Al Madhoon, 2005) which states that respondents believe that there is an interference of personal judgment that affect the employees' development.

5. The Current State of Succession Planning

Table (27) shows the respondents answers towards the fifth dimension.

Table (27)
Means and Test Values for “The Current State of Succession Planning”

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The organization makes an effort to plan for workforce needs in advance for reasons such as promotions and retirements.	3.35	67.02	4.92	0.000*	12

2.	Measure the percentage of leaders who will be eligible to retire in the next 5 years.	3.10	62.02	1.49	0.069	14
3.	The organization identifies qualified candidates from within to fill key positions when they become vacant.	3.55	70.96	8.01	0.000*	8
4.	The senior management identifies the positions that have a significant impact in the organization.	3.78	75.58	12.19	0.000*	2
5.	Members of the executive staff are more often selected internally.	3.71	74.30	10.28	0.000*	4
6.	The organization gives employees a chance to promote themselves professionally and achieve their career goals.	3.78	75.65	11.94	0.000*	1
7.	Sensitive positions associated with the achievement of the main objectives of the organization are identified.	3.76	75.17	12.71	0.000*	3
8.	Plans, policies and procedures, prepared in advance, are followed, so that emergencies can be avoided when key employees are absent or left the organization.	3.52	70.49	8.14	0.000*	9
9.	Employee turnover is monitored to take that into account when implementing the succession planning programme.	3.43	68.56	6.43	0.000*	10
10.	The organization identifies employees with outstanding performance that achieve the goals and expectations required from them.	3.63	72.69	9.45	0.000*	6
11.	The organization determines an action plan to address poor performance.	3.42	68.39	5.81	0.000*	11
12.	The impact of leaving employees to work and its risk on the organization is measured in terms of productivity and competitive advantage.	3.31	66.15	4.30	0.000*	13
13.	The organization applies job enrichment through the addition of new responsibilities and delegations to those employees with high potential to deepen their experience and refine their skills.	3.57	71.35	8.10	0.000*	7
14.	The organization delegates authorities to employees with high potential to take on new tasks.	3.68	73.56	10.06	0.000*	5
All paragraphs of the field		3.54	70.87	10.50	0.000*	

* The mean is significantly different from 3

The mean of paragraph #6 “The organization gives employees a chance to promote themselves professionally and achieve their career goals” equals 3.78 (75.65%), Test-value = 11.94, and P-value = 0.000 which is smaller than the level of significance. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #4 “The senior management identifies the positions that have a significant impact in the organization” equals 3.78 (75.58%), Test-value = 12.19, and P-value = 0.000 which is smaller than the level of significance. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #12 “The impact of leaving employees to work and its risk on the organization is measured in terms of productivity and competitive advantage” equals 3.31 (66.15%), Test-value = 4.30, and P-value = 0.000 which is smaller than the level of significance. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to this paragraph.

The mean of paragraph #2 “Measure the percentage of leaders who will be eligible to retire in the next 5 years” equals 3.10 (62.02%), Test-value = 1.49, and P-value = 0.069 which is greater than the level of significance. The mean of this paragraph is insignificantly different from the hypothetical value of 3. It can be concluded that the respondents are neutral to this paragraph.

In general, the mean of the field “The Current State of Succession Planning” equals 3.54 (70.87%), Test-value = 10.50, and P-value=0.000 which is smaller than the level of significance. The sign of the test is positive. The mean of this field is significantly greater than the hypothetical value of 3. It can be concluded that the respondents agreed to field of “The Current State of Succession Planning”.

There is a good approval from the study sample on this field. Succession planning is starting to receive increased attention. This is obvious by the respondents' answers; however, there are still things that deserve more attention. A good place to start is to find out what practices are currently being used. Approaches may already be in use, and they may serve as excellent starting point for a systematic approach. So, there are needs for actions to be taken to increase the readiness for practicing succession planning in the best way.

Moreover, key practices for effective succession planning are identified in this field and organizations are encouraged to consider them as they revise or develop their own programmes in this area. For example, major organizations should make more efforts to plan for workforce needs in advance for reasons such as promotions and retirements, identify qualified candidates from within to fill key positions when they become vacant and identify the positions that have a significant impact in the organization. In addition, sensitive positions associated with the achievement of the main objectives of the organization are identified. Employee turnover is also monitored to take into account when implementing the succession planning programme and the impact of leaving employees to work and its risk on the organization is measured in terms of productivity and competitive advantage. Additionally, an action plan is should be determined to address poor performance. Organizations also should pay more attention to apply job enrichment through the addition of new responsibilities and delegations to those employees with high potential to deepen their experience and refine their skills. Major NGOs need to develop a means to measure the percentage of leaders who will be eligible to retire in the next 5 years.

The results are consistent with the findings of the study of (Kim, 2010) which states that several methods for developing individuals' candidates through training, especially leadership training. Additionally, the results of this field are inconsistent with the study of (Gallo, 2010) in which that it recommends the development of policies and strategies to encourage employees to apply for principal positions. The study of (Mandi, 2008) stated that the turnover of key employees is a challenge in regards to succession

planning. Organizations also give employees a chance to promote themselves professionally and achieve their career goals; this is consistent with the study of (Saleh, 2012) which emphasizes the important role of organizations and individuals in managing and developing careers which reflects the mutual and balanced relation between both.

Hypothesis Testing

Following are the study hypotheses:

1. **There is a significant relationship between the degree of clarity of the concept of succession planning and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).**

Table (28)
Correlation Coefficient between the Degree of Clarity of the Concept of Succession Planning and the Current State of Succession Planning

Hypothesis	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant relationship between the degree of clarity of the concept of succession planning and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).	.844	0.000*

* Correlation is statistically significant at a level of 0.05

To test the hypothesis, the researcher used the Pearson Correlation. Table (28) shows that the correlation coefficient between the degree of clarity of the concept of succession planning and the current state of succession planning equals .844 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. It can be concluded that there exists a significant relationship between the degree of clarity of the concept of succession planning and the current state of succession planning.

The hypothesis is true, therefore, it can be said that the more the concept of succession planning is clear, the more it affects the current state of succession planning practices in major NGOs of the Gaza Strip. The hypothesis is inconsistent with the study of (Shipman, May 2007) which revealed that the concept of succession planning was new so there was some resistance to the process.

2. **There is a significant relationship between managerial support and effort level and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).**

Table (29)
Correlation Coefficient between Managerial Support and Effort Level and the Current State of Succession Planning

Hypothesis	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant relationship between managerial support and effort level and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).	.837	0.000*

* Correlation is statistically significant at a level of 0.05

To test the hypothesis, the researcher used the Pearson Correlation. Table (29) shows that the correlation coefficient between managerial support and effort level and the current state of succession planning equals .837 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05. Thus, the correlation coefficient is statistically significant at $\alpha = 0.05$. It can be concluded that there exists a significant relationship between managerial support and effort level and the current state of succession planning.

The hypothesis is true and this emphasizes the importance of managerial support and effort level in the improvement of the current state of succession planning practices in major NGOs of the Gaza Strip. Furthermore, if top management is unwilling to support the succession planning approach, it cannot be succeeded. This result is consistent with the study of (Mandi, 2008) which stated that the managerial commitment affects the succession planning process.

3. There is a significant relationship between the existence of strategic and operational plans and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).

Table (30)
Correlation coefficient between the existence of strategic and operational plans and the current state of succession planning

Hypothesis	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant relationship between the existence of strategic and operational plans and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).	.846	0.000*

* Correlation is statistically significant at a level of 0.05

Table (30) shows that the correlation coefficient between the existence of strategic and operational plans and the current state of succession planning equals .846 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. It can be concluded that there exists a significant relationship between the existence of strategic and operational plans and the current state of succession planning.

The positive relation between the existence of strategic and operational plans and the current state of succession planning practices ensures that the role of developing and updating strategies is important. It is essential to have policies and procedures written to guide the succession planning programme. It is worth mentioning that succession planning can be affected by organizational policies, plans and strategies (Rothwell, 2010). This result is consistent with the study of (Mateso, 2010) which stated that there is an impact of the policies and strategies upon succession planning practices.

4. There is a significant relationship between organizational culture and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).

Table (31)
Correlation Coefficient between Organizational Culture and the Current State of Succession Planning

Hypothesis	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant relationship between organizational culture and the current state of succession planning in major NGOs in the Gaza Strip (at the level of significance $\alpha = 0.05$).	.882	0.000*

* Correlation is statistically significant at a level of 0.05

Table (31) shows that the correlation coefficient between organizational culture and the current state of succession planning equals .882 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05. Thus, the correlation coefficient is statistically significant at $\alpha = 0.05$. It can be concluded that there exists a significant relationship between organizational culture and the current state of succession planning.

The hypothesis stresses the impact of organizational culture and its ability to enhance the current state of succession planning practices of major NGOs in the Gaza Strip. This is aligned with the study of (Mack, 2010) which acknowledged that organizational culture indeed has an impact. The finding is also consistent with the study of (Richards, 2009) which stated that the organizational culture has impacted and influenced the approaches of succession planning, this is also consistent with the study of (Mateso, 2010) which stressed that organizational culture affects succession planning efforts. Furthermore, the study of (Mercer, 2009) acknowledged that the importance of organizational culture impacts and facilitates the success of an organization's attempt to increase their internal leadership capacity.

5. **There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to organizational factors (Number of Employees Working, Age of Organization).**
 - a. **There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to (Number of Employees Working).**

Table (32)
ANOVA Test of the Fields and their P-values for Number of Employees Working

No.	Field	Test Value	Sig.	Means			
				20- 30	31-40	41-50	51 +
1.	The Degree of Clarity of the Concept of Succession Planning	1.667	0.175	3.49	3.58	3.77	3.39
2.	Managerial Support and Effort Level	1.831	0.143	3.47	3.46	3.81	3.38
3.	Existence of Strategic and Operational Plans	1.454	0.228	3.34	3.49	3.70	3.33
4.	Organizational Culture	1.007	0.391	3.58	3.57	3.71	3.42
5.	The Current State of Succession Planning	0.724	0.539	3.58	3.62	3.72	3.49
All fields together		1.385	0.249	3.49	3.54	3.74	3.40

Table (32) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field. There is insignificant difference in respondents' answers toward each field due to number of employees working. It can be concluded that the characteristic of the respondents' number of employees working has no effect on each field.

The size of the targeted organizations of the study sample is large in that all organizations have been selected based upon an inclusion criteria that each organization has more than 20 employees. Over 58% of the sample consists of organizations that have more than 50 employees and are largely active which enhances the ability of these major non-governmental organizations to compete in this sector and thus influences the current states of succession planning practices.

- b. **There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to (Age of Organization).**

Table (33)
ANOVA Test of the Fields and their P-values for Age of Organization

No.	Field	Test Value	Sig.	Means			
				8- 11	12-15	16-19	20 +
1.	The Degree of Clarity of the Concept of Succession Planning	3.671	0.013*	3.91	3.32	3.63	3.40
2.	Managerial Support and Effort Level	1.612	0.188	3.77	3.45	3.50	3.39
3.	Existence of Strategic and Operational Plans	3.003	0.032*	3.83	3.37	3.46	3.31
4.	Organizational Culture	3.728	0.012*	4.03	3.42	3.54	3.43
5.	The Current State of Succession Planning	3.528	0.016*	3.98	3.61	3.66	3.45
All fields together		3.376	0.019*	3.90	3.43	3.56	3.39

* Means differences are significant at a level of $\alpha = 0.05$

Table (33) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the field “Managerial Support and Effort Level. There is insignificant difference among the respondents’ answers toward this field due to Age of Organization. It can be concluded that the respondents’ Age of Organization has no effect on this field.

Table (33) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the other fields. There is significant difference among the respondents' answers toward to these fields due to Age of Organization. It can be concluded that the respondents’ Age of Organization has significant effect on this field.

Respondents who work at organizations which have been in existence from between category 8-11 years agree the most to the fields of study as compared to the rest of the categories.

6. **There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to personal factors (gender, age, marital status, level of education attained, job title, length of service within the organization, years of experience, times promoted within the organization).**

- a. **There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to Gender.**

Table (34)
Independent Samples T-Test of the Fields and Their P-values for Gender

No.	Field	Test Value	Sig.	Means	
				Male	Female
1.	The Degree of Clarity of the Concept of Succession Planning	-2.036	0.043*	3.38	3.58
2.	Managerial Support and Effort Level	-1.840	0.067	3.36	3.55
3.	Existence of Strategic and Operational Plans	-1.572	0.118	3.31	3.47
4.	Organizational Culture	-1.717	0.087	3.41	3.60
5.	The Current State of Succession Planning	-1.273	0.204	3.48	3.61
All fields together		-1.800	0.073	3.39	3.56

* Means differences are significant at a level of $\alpha = 0.05$

Table (34) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field "The Degree of Clarity of the Concept of Succession Planning". There are significant differences among the respondents' answers toward to this field due to Gender. It can be concluded that the respondents' Gender has significant effect on this field.

Table (34) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the other fields. There is insignificant difference among the respondents' answers toward to these fields due to Gender. It can be concluded that the respondents' Gender has no effect on these fields.

For the field "The Degree of Clarity of the Concept of Succession Planning", the mean for female respondents is higher than male respondents which means that females agree more with the effect of the degree of clarity of the concept of succession planning upon the current state of succession planning in major NGOs in the Gaza Strip.

The results indicate the absence of the effect of gender on research hypotheses. On the other hand, this is not the case for the results of the study of (Subrahmania & Anjani, 2011) which concluded that there exists a significant difference in practice of succession planning between male and female. The study of (Robinson, 2009) revealed that there exists a difference among the respondents' gender. Furthermore, the study of (Mateso, 2010), and (Al Heeti, 2004) and (Saleh, 2012) stated that there are no perception differences by gender.

- b. **There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to Age.**

Table (35)
ANOVA Test of the Fields and Their P-values for Age

No.	Field	Test Value	Sig.	Means			
				Less than 30	30- Less than 40	40- Less than 50	50 +
1.	The Degree of Clarity of the Concept of Succession Planning	1.277	0.283	3.42	3.41	3.50	3.74
2.	Managerial Support and Effort Level	1.577	0.196	3.35	3.38	3.55	3.70
3.	Existence of Strategic and	0.559	0.643	3.31	3.37	3.40	3.56

	Operational Plans						
4.	Organizational Culture	0.336	0.799	3.49	3.45	3.53	3.63
5.	The Current State of Succession Planning	0.379	0.768	3.57	3.50	3.52	3.68
All fields together		0.725	0.538	3.43	3.42	3.50	3.66

Table (35) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field. There is insignificant difference in respondents' answers toward each field due to age. It can be concluded that the characteristic of the respondents' age has no effect on each field.

The results indicate the absence of the effect of age on the research hypotheses. The researcher attributes this result to the convergence of the age group, as the largest percentage of respondents are in the 40 to less than 50 age group and the 50 and above age group. Responsible persons working at NGOs are the target groups in this research. The researcher considers this logical because of the promotion of employees to a key position after getting the opportunity of training and development as well as the pursuit of the employee himself to develop and improve his skills and competencies in order to compete for promotions after years of service in the organization.

The study of (Palliam, Cader & Chiememe, 2011), (Al Heeti, 2004) and (Saleh, 2012) revealed that age is insignificant at a level of 5% but the result is inconsistent with the study of (Subrahmanian & Anjani, 2011) which revealed that age affects.

c. There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to Marital Status.

Table (36)
Independent Samples T-Test of the Fields and Their P-values for Marital Status

No.	Field	Test Value	Sig.	Means	
				Married	Single
1.	The Degree of Clarity of the Concept of Succession Planning	-2.301	0.022*	3.41	3.70
2.	Managerial Support and Effort Level	-1.295	0.197	3.41	3.58
3.	Existence of Strategic and Operational Plans	-1.577	0.116	3.34	3.55
4.	Organizational Culture	-1.487	0.139	3.45	3.66
5.	The Current State of Succession Planning	-2.223	0.027*	3.48	3.76
All fields together		-1.896	0.059	3.42	3.65

* Means differences are significant at a level of $\alpha = 0.05$

Table (36) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field "The Degree of Clarity of the Concept of Succession Planning and The Current State of Succession Planning". There are significant differences among the respondents' answers toward to this field due to Marital Status. It can be concluded that the respondents' Marital Status had a significant effect on this field

Table (36) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the other fields. There is insignificant difference among the respondents' answers toward to these fields due to Marital Status. It can be concluded that the respondents' Marital Status has no effect on these fields.

For the field "The Degree of Clarity of the Concept of Succession Planning", the mean for single respondents is higher than married respondents which means that singles agree more with the effect of the degree of clarity of the concept of succession planning upon the current state of succession planning in major NGOs of the Gaza Strip.

- d. **There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to Level of Education Attained.**

Table (37)
ANOVA Test of the Fields and their P-values for Level of Education Attained

No.	Field	Test Value	Sig.	Means		
				Diploma	Bachelor's Degree	High study
1.	The Degree of Clarity of the Concept of Succession Planning	1.868	0.157	3.68	3.47	3.31
2.	Managerial Support and Effort Level	1.731	0.180	3.63	3.46	3.27
3.	Existence of Strategic and Operational Plans	3.808	0.024*	3.69	3.39	3.14
4.	Organizational Culture	1.108	0.332	3.58	3.53	3.32
5.	The Current State of Succession Planning	1.922	0.149	3.76	3.55	3.38
All fields together		2.276	0.105	3.67	3.48	3.28

* Means differences are significant at a level of $\alpha = 0.05$

Table (37) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field "Existence of Strategic and Operational Plans". There are significant differences among the respondents' answers toward to this field due to Level of Education Attained. It can be concluded that the respondents' Level of Education Attained has significant effect on this field.

Table (37) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the other fields, then there is insignificant difference among the respondents answers toward these fields due to the Level of Education Attained. It can be concluded that the respondents' Level of Education Attained has no effect on these fields.

For the field "Existence of Strategic and Operational Plans", the mean for Diploma respondents is higher than other levels of education attained by other groups which means that Diploma respondents agree more with the effect of the existence of strategic and operational plans upon the current state of succession planning in major NGOs in the Gaza Strip.

This result was consistent with the study of (Palliam, Cader & Chiemek, 2011), (Saleh, 2012) and (Al Heeti, 2004) which revealed that educational level is insignificant at a level of 5%.

- e. **There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to Job Title.**

Table (38)
ANOVA Test of the Fields and their P-values for Job Title

No.	Field	Test Value	Sig.	Means					
				Direct.	Deputy Direct.	HR Manag.	Prog. Manag.	Project Coord.	Other
1.	The Degree of Clarity of the Concept of Succession Planning	2.470	0.034*	3.71	3.86	3.56	3.67	3.40	3.32
2.	Managerial Support and Effort Level	2.918	0.014*	3.86	3.68	3.49	3.60	3.40	3.28
3.	Existence of Strategic and Operational Plans	2.409	0.038*	3.67	3.75	3.54	3.54	3.37	3.22
4.	Organizational Culture	2.824	0.017*	3.79	3.80	3.75	3.67	3.55	3.30
5.	The Current State of Succession Planning	1.515	0.187	3.77	3.75	3.62	3.70	3.53	3.41
All fields together		2.659	0.024*	3.76	3.77	3.59	3.63	3.45	3.30

* Means differences are significant at a level of $\alpha = 0.05$

Table (38) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the field "The Current State of Succession Planning." There is insignificant difference among the respondents' answers toward this field due to Job Title. It can be concluded that the respondents' Job Title has no effect on this field.

Table (38) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the other fields. There is significant difference among the respondents' answers toward to these fields due to Job Title. It can be concluded that the respondents' Job Title has significant effect on these fields.

The mean for Deputy Directors and Directors respondents are higher than other levels of job titles which means that Deputy Directors and Directors respondents agree more with the effect of all fields upon the current state of succession planning in major NGOs in the Gaza Strip. It is worth mentioning that succession planning in general is handled by top management and nobody is aware of the organization's existing practices more than them.

This study is inconsistent with the study of (Saleh, 2012) which stated that there is no difference attributed to job title. Furthermore, the study of (Mateso, 2010) and (Al Heeti, 2004) stated that there are differences by the job title among respondents.

- f. **There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to Length of Service within the Organization.**

Table (39)
ANOVA Test of the Fields and their P-values for Length of Service within the Organization

No.	Field	Test Value	Sig.	Means			
				Less than 5 years	5- Less than 10 years	10- Less than 15 years	15+
1.	The Degree of Clarity of the Concept of Succession Planning	0.336	0.799	3.41	3.52	3.53	3.43
2.	Managerial Support and Effort Level	0.886	0.449	3.32	3.45	3.55	3.51
3.	Existence of Strategic and Operational Plans	1.034	0.378	3.32	3.52	3.41	3.28
4.	Organizational Culture	0.160	0.923	3.52	3.52	3.52	3.43
5.	The Current State of Succession Planning	0.173	0.915	3.58	3.53	3.58	3.48
All fields together		0.242	0.867	3.43	3.51	3.51	3.42

Table (39) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field. There is insignificant difference in respondents' answers toward each field due to Length of Service within the Organization. It can be concluded that the characteristic of the respondents Length of Service within the Organization has no effect on each field.

This result is compatible with the study of (Palliam, Cader & Chiemeké, 2011) and (Saleh, 2012) which showed no differences in the answers of respondents attributed to the experience within the organization. This result disagrees with the study of (Mateso, 2010) and (Subrahmanian & Anjani, 2011) which showed differences in the answers of respondents attributed to the service years.

- g. There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to Years of experience outside the Organization.**

Table (40)
ANOVA Test of the Fields and their P-values for Years of Experience outside the Organization

No.	Field	Test Value	Sig.	Means		
				Less than 5 years	5- Less than 10 years	10+
1.	The Degree of Clarity of the Concept of Succession Planning	0.494	0.611	3.45	3.44	3.59
2.	Managerial Support and Effort Level	0.860	0.425	3.40	3.48	3.59
3.	Existence of Strategic and Operational Plans	0.625	0.536	3.34	3.49	3.44
4.	Organizational Culture	0.157	0.855	3.48	3.55	3.53
5.	The Current State of Succession Planning	0.579	0.562	3.51	3.66	3.53
All fields together		0.393	0.675	3.43	3.52	3.53

Table (40) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field. There is insignificant difference in respondents' answers toward each field due to Years of experience outside the Organization. It can be concluded that the characteristic of the respondents Years of experience outside the Organization has no effect on each field.

This result is consistent with the study of (Saleh, 2012) and (Al Heeti, 2004) which revealed that there is no difference in the answers of respondents attributed to the years of experience.

- h. **There are significant statistical differences at the level of significance $\alpha = 0.05$ in the answers of respondents attributed to Times promoted within the Organization.**

Table (41)
ANOVA Test of the Fields and their P-values for Times Promoted within the Organization

No.	Field	Test Value	Sig.	Means				
				Never	One Time	Two Times	Three Times	Four Times and above
1.	The Degree of Clarity of the Concept of Succession Planning	0.571	0.684	3.41	3.48	3.57	3.56	3.30
2.	Managerial Support and Effort Level	1.025	0.395	3.35	3.43	3.54	3.65	3.37
3.	Existence of Strategic and Operational Plans	0.989	0.415	3.30	3.46	3.48	3.46	3.12
4.	Organizational Culture	0.553	0.697	3.42	3.51	3.55	3.66	3.41
5.	The Current State of Succession Planning	0.557	0.694	3.47	3.57	3.58	3.68	3.41
All fields together		0.735	0.569	3.39	3.49	3.54	3.59	3.32

Table (41) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field. There is insignificant difference in respondents' answers toward each field due to Times promoted within the Organization. It can be concluded that the characteristic of the respondents Times promoted within the Organization has no effect on each field.

Chapter Five

Findings and Recommendations

Introduction

Study Findings

Study Recommendations

Future Studies

Chapter Five: Findings and Recommendations

Introduction

This chapter includes a summary of the most important results that have been gathered as a result of this study. Additionally, the most important recommendations proposed in light of the results are presented which contribute towards promoting and supporting strengths or addressing and correcting weaknesses. The goal is to achieve the main objective of this study which is to know the current state of the practices of succession planning in major non-governmental organizations in the Gaza Strip.

Study Findings

Several findings emerged from this study and the following are the main results:

1. The degree of clarity of the concept of succession planning:

There is an average approval from the respondents that the degree of the clarity of the concept of succession planning has an impact upon the current state of succession planning practices in major NGOs in the Gaza Strip. The findings revealed that candidates for promotion are identified based upon competences and qualifications. Furthermore, career planning requirements in key positions are assessed by decision makers and staff competencies are developed to meet the organization's current and future needs. The surveyed organizations do not pay attention to develop written guides for succession planning that guides the senior management and policies which recommend staff from within as well as hold workshops to train individuals regarding career planning.

2. Managerial support and effort level:

There is an average approval from the respondents that managerial support and effort level has an impact upon the current state of succession planning practices in major NGOs in the Gaza Strip. The findings revealed that organizations support learning by providing opportunities for internal and external training, encourages employees to develop their skills and experience and invest in various training activities to develop the roles of individuals as well as encourage improvements and development initiatives of individuals that serve succession planning policies. The results also revealed that each organization do not work well on allocating a budget for the implementation of a talent management strategy and including succession planning within the annual plan, as the approval from the respondents on those paragraphs came the lowest.

3. Existence of strategic and operational plans:

There is an average approval from the respondents that the existence of strategic and operational plans has an impact upon the current state of succession planning practices in major NGOs in the Gaza Strip. The findings revealed that most organizations have a clear strategic plan and there is great attention paid to the need to include objectives for the development of management and staff. The findings also revealed that there is no great attention paid to develop a succession plan which directs the planning process for leadership positions as well as for the human resources department which should plan and implement a programme to develop successors for key position in all departments as the respondents' approval on those paragraphs came the lowest. There is an acceptable approval on the existence of a database of the skills and qualifications of employees and the implemented recruitment policies that contribute to the provision of the required competencies at the right time and place.

4. Organizational culture:

There is an average approval from the respondents that organizational culture has an impact upon the current state of succession planning practices in major NGOs of the Gaza Strip. The sample study agrees that organizational culture holds the highest rank that affects the current state of succession planning practices as compared to the other fields but there still is a need from the organizations' management to develop their organizational culture. In general, the respondents agree with the notion that a feeling of belonging and loyalty within the organization ultimately gives employees a priority in filling vacancies that open up and at the same time the organization effectively strengthens the culture of knowledge and information-sharing. Furthermore, the respondents agreed less on the notion of encouraging an organizational workplace climate for increased participation in the succession planning programme. Organizations do not pay great attention on the commitment to providing equal opportunities for all employees in career advancement and at the same time encourage full employees' engagement by taking steps to build involvement in decision making regarding the succession planning programme. Management at the surveyed organizations does not work that much on encouraging all employees to apply for leadership positions without discrimination.

5. The current state of succession planning practices:

There is a good degree of approval by the respondents that the surveyed major NGOs exercise succession planning. The surveyed respondents recognize the importance of giving employees a chance to promote themselves professionally and achieve their career goals. Senior management at the surveyed organizations knows the importance of identifying positions that have a significant impact in the organization and the sensitive positions that are associated with the achievement of the main objectives of the organization. The surveyed NGOs do not pay great attention and work on measuring the percentage of leaders who will be eligible to retire in the next 5 years. Serious step are not taken towards planning to develop successors and at the same time working on measuring the impact of employees who leave and its risk on the organization in terms of productivity and competitive advantage. Furthermore, surveyed organizations do not make great effort to plan for workforce needs in advance for reasons such as promotions and retirement as well as determining an action plan to address poor performance.

6. The personal and organizational characteristics of the sample study:

- a. There are no significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward all fields attributed to the number of employees working, age, length of service within the organization, years of experience outside the organization and times promoted within the organization.
- b. There are no significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward the field "Managerial support and effort level" attributed to age of organization, gender, marital status and level of education attained.
- c. There are no significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward "Existence of strategic and operational plans" attributed to gender and marital status.
- d. There are no significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward "Organizational culture" attributed to gender and marital status.

- e. There are no significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward "The current state of succession planning" attributed to gender and level of education attained.
- f. There are no significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward the fields "The degree of clarity of the concept of succession planning" attributed to level of education attained.
- g. There are no significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward the field "The current state of succession planning" attributed to job title.
- h. There are significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward the field "The degree of clarity of the concept of succession planning" attributed to gender, age of organization, marital status and job title.
- i. There are significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward the fields "Existence of strategic and operational plans" attributed to age of organization, level of education attained and job title.
- j. There are significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward the fields "Organizational culture" attributed to age of organization and job title.
- k. There are significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward the fields "The current state of succession planning" attributed to age of organization and marital status.
- l. There are significant statistical differences at the level of significance $\alpha = 0.05$ in respondents' answers toward the fields "Managerial support and effort level" attributed to job title.

Study Recommendations

The researcher believes that this study sheds considerable light on the succession planning practices in major NGOs in the Gaza Strip. However, the researcher recognizes that this study is the just a starting point and recommends the following:

1. There is a need for actions to be taken to develop a succession plan that directs the planning process for leadership positions and to work on writing a definite guide for succession planning that guides senior management. This will help in guaranteeing that organizations have employees on hand ready and waiting to fill new roles.
2. Hold training courses on the succession planning concept and its characteristics for senior management to develop an understanding for it.
3. Establish means to compare individuals' current competencies to the requirement of a future position to facilitate the succession planning process. All employees should be rated in both the performance appraisal and talent assessment processes. The performance appraisal process is designed to provide both written or verbal feedback to employees regarding their on-the-job performance, based on written goals provided to employees, whereas the talent assessment measures past performance of future potentials in order to identify successors, leadership needs and for high potentials.
4. Organizations should work on analyzing the workload for the purposes of determining the surplus and deficit of jobs. Organizations should work on analyzing the workload for the purposes of determining the surplus and deficit of jobs. This will help establishing the roadmap for the organization's workforce action plan.
5. Organizations should include succession planning within the annual plan. Moreover, succession planning should be discussed and updated on a regular basis by leaders

in each organization in order to increase leaders' accountability toward following through with developmental activities with these employees. The benefit is to know the value of discussing succession planning through meetings and to the organization's results. This will provide more talent information to the leaders as they participate in meetings, which will enhance the decision-making process regarding the selection of high potentials and successors. Additionally, succession planning must be continuously evaluated and improved to ensure the organization is fully prepared.

6. Some efforts should be made to apply incentives and rewards system for employees towards raising the quality of their performance. Furthermore, organizational leaders should allocate a budget for the implementation of a talent management strategy.
7. The managerial support and effort level should be evident through designing and conducting specific development programmes to develop staff in line with the succession planning programme. Moreover, those career developmental programmes should be linked to the succession planning programme and the strategic plan. All that in order that an organization identify successors who are on the same page with the organization's strategy and culture. As succession planning is away to ensure that organizations have the right people, in the right place, at the right time, doing the right work.
8. Organizational leaders should make an effort to develop policies and procedures that are related to the planning of professional development and career paths.
9. Organizations should work on developing a means to track developmental activities for high potentials that prepare them for advancement. Tracking will provide the organization with information about employee's performance, progress and to assign the next step from the development activities in order to clarify present and future competencies.
10. Organizational culture should be paid more attention. Organizations should work on developing and encouraging the workplace climate to increase participation in the succession planning programme and to commit to providing equal opportunities for all employees in career advancement and encourage them to apply for leadership positions without discrimination.
11. Organizational leaders should pay more efforts to providing feedback and encouragement to employees so that they are made to feel good about themselves. Determining an action plan to address poor performance and developing a positive workplace that stimulates and encourages creativity are also important. It is important to pinpoint what aspects are working well, and what needs to be improved in order to handle the development programme properly.
12. Monitor employee turnover to take that into account when implementing the succession planning programme. This will help the organization evaluate the factors affecting the turnover rate either the factors that can be controlled or that cannot be controlled.
13. Measure the impact of leaving employees to work and its risk on the organization in terms of productivity and competitive advantage.

Future Studies

This study aimed at examining succession planning and management efforts and practices as perceived by the key persons working in major NGOs. However, there is always room to extend the body of knowledge in this area for the benefit of all who are concerned with the succession planning process and its impact on an organization. Therefore, future researchers are encouraged to:

1. Conduct follow-up studies using different samples to ensure that the findings here are generalizable (such as educational institutions, governmental organizations, and private sector or family businesses).
2. Study the perceptions about and barriers to succession planning from the point of view of high-level administrators.
3. Interview HR or senior managers or equivalent level persons who are responsible for or in charge of succession planning and management programme in their organization.
4. Study the extent to which organization's administration considers employees' career paths while developing succession plans.
5. Study the impact of the current economic recession on succession planning practices.
6. Evaluate the executives' perceptions of the advancement of women into leadership positions.

References

- The Holy Quran.

Books

- AON Consulting and Insala (2006). *Succession Planning Strategies: The Right People, for the Right Jobs, at the Right Time*. Research report, Aberdeen Group.
- Armstrong, Michael (2006a). *Strategic Human Resource Management: A Guide to Action*. 3rd ed. London and Philadelphia: Kogan Page.
- Armstrong, Michael (2006b). *A Handbook of Human Resource Management Practice*. 10th ed. London and Philadelphia: Kogan Page.
- Aswathappa, K. (2007). *Human Resources and Personal Management*. 6th ed. New Delhi: Tata McGraw-Hill.
- Atwood, Christee G. (2007). *Succession Planning Basics*. Virginia: ASTD Press.
- Berke, David (2005). *Succession Planning and Management: A Guide to Organizational Systems and Practices*. North Carolina: Center for Creative leadership.
- Buckner, M. and Slavenski, L. (2000). *Succession Planning: The How-To Reference Tool for Training & Performance Professionals*. Georgia: ASTD.
- Chandramohan, A. (2008). *Human Resource Management*. New Delhi: A P H Publishing Corporation.
- Cheese, Peter, Thomas, Robert J, and Craig, Elizabeth (2008). *The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance*. London and Philadelphia: Kogan Page.
- Compton, Robert, Morrissey, William and Nankervis, Alan (2010). *Effective Recruitment and Selection Practices*. 5th ed. Australia: CCH Australia Limited.
- Cotton, Ann (2007). *Seven Steps of Effective Workforce Planning: Human Capital Management Series*. IBM Center for the Business of Government. USA: University of Baltimore.
- Day, David V. (2007). *Developing Leadership Talent: A guide to Succession Planning and Leadership Development*. USA: SHRM Foundation's Effective Practice Guidelines Series.
- Deb, Tapomoy (2006). *Strategic Approach to Human Resource Management: Concept, Tools and Application*. New Delhi: ATLANTOC publishers and distributors.
- Dessler, Gary (2008). *Human Resource Management*. 11th ed. New Jersey: Pearson Prentice Hall.

- DeVoir, Joseph and Tartir, Alaa (2009). *Tracking External Donor Funding to Palestinian Non-Governmental Organizations in the West Bank and Gaza 1999-2008*. Ramallah: NDC and MAS.
- Durai, Pravin (2010). *Human Resource management*. India: Dorling Kindersley.
- Erasmus Barney, Swanepoel Ben, Wyk Marius Van, Schenk Heinz (2003). *South African Human Resource Management: Theory and Practice*. 3rd ed. Lansdowne: Juta and Company Ltd.
- Fegley, Shawn (2006). *Succession Planning: Survey Report*. Alexandria, USA: SHRM.
- Fink, Dean (2010). *The Succession Challenge: Building and Sustaining Leadership Capacity through Succession Management*. London: SAGE.
- Gerald R. Ferris, Sherman D. Rosen, Darold T. Barnum (1995). *Handbook of Human Resources Management*. Cambridge: Blackwell Publishers.
- Gravetter, Frederick J. and Forzano, Lori-Ann B. (2012). *Research Methods for the Behavioral Sciences*. 4th ed. USA: Wadsworth, Cengage Learning.
- Hernandez, S. Robert and O'Connor Stephen J. (2010). *Strategic Human Resources Management: In Health Services Organizations*. 3rd ed. Delamre: Cengage Learning.
- Kumar, Raj (2011). *Human Resource Management: Strategic Analysis Text and Cases*. New Delhi, India: I. K. International Publishing House Pvt Ltd.
- Leonard, David (2010). *Putting Success Back in Succession Planning: The Role of Learning and Development*. Flagler Business School: UNC Kenan.
- Lewis, David and Kanji, Nazneen (2009). *Non-Governmental Organizations and Development*. New York: Routledge.
- Mathis, Robert. H. and Jackson, John H. (2012). *Human Resource Management: Essential Perspectives*. 6th ed. Mason, USA: South-Western, Cengage Learning.
- Mathis Robert I. and Jackson John J. (1999). *Human Resource Management*. 9th ed. Mason, USA: South-Western Pub.
- NGO Development Center (2009). *Palestinian Non Governmental Organizations (NGOs) and the Private Sector: Potentials for Cooperation and Partnerships*. Research Study. Palestine: NDC.
- Pinnington, Ashly H., Macklin, Rob and Campbell, Tom (2007). *Human Resource Management: Ethics and Employment*. New York: Oxford University Press.
- Randhawa, Gurpreet (2007). *Human Resource Management*. New Delhi: ATLANTIC.

- Rothwell, William J. (2005). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. 3rd ed, New York: AMACOM.
- Rothwell, William. J. (2010a). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. 4th ed. New York: American Management Association.
- Rothwell, William. J. (September, 2010b). *The Future of Succession Planning*. American Society for Training & Development. Pp. 51-54.
- Rothwell, William J. and Kazanas, H.C. (2003). *Planning and Managing Human Resources: Strategic Planning for Personnel Management*. 2nd ed. Amherst: HRD Press.
- Rothwell, William J., Jackson, Robert D., Knight, Shaun C. and Lindholm, John E. (2005). *Career Planning and Succession Management: Developing Your Organization's Talent for Today and Tomorrow*. 3rd ed. USA: Greenwood Publishing Group.
- Sevilla, Consuelo G., Ochave, Jesus A., Punsalan, Twila G., Regala, Bella P., and Uriarte, Gabriel G. (September, 2007). *Research Methods*. Philippine: REX Book Store.
- Sims, Doris and Gay, Matthew (2006). *Building Tomorrow's Talent: A Practitioner's Guide to Talent Management and Succession Planning*. Indiana, USA: Authorhouse.
- Singer, Paula M. and Griffith, Gail (2010). *Succession Planning in the Library: Developing Leaders, Managing Change*. Chicago: American Library Association.
- Songco, Danilo A., Nijem, Kahlil and El Farra, Majed. (November, 2006). *Proposed Strategy for the Development of the Palestinian NGO Sector*. A Study Commissioned by the NGO Development Center (NDC).
- The Code of Conduct Coalition (2008). *The Palestinian NGOs Code of Conduct*. Gaza.
- Torrington Derek, Hall Laura and Taylor Stephen (2002). *Human Resource Management*. 5th ed. England: Pearson Education.
- Torrington Derek, Hall Laura and Taylor Stephen (2005). *Human Resource Management*. 6th ed. England: Pearson Education.
- U. S. General Accounting Office (September, 2003). *Human Capital: Insights for U.S. Agencies from Other Countries' Succession Planning and Management Initiatives*. Washington. Report to Congressional Requesters.
- Webster, Lois (November, 2008). *Best Practices of Talent Management and Succession Planning*. Ohio: T&D.

- Werner, Jon M. and Desimone, Randy L. (2012). *Human Resource Development*. 6thed. South-Mason: Western Cengage Learning.
- World Bank and Bisan Center for Research and Development (December, 2006). *The Role and Performance of Palestinian NGOs in Health, Education and Agriculture*.

Journal Articles

- Al Heeti, Salah (2004). The Effect of Career Development on Employees' Satisfaction. *Damascus University Journal for Legal and Economic Sciences*, 20(2), 29-66.
- Al Methahab, M. (2007). Career Path Planning Programs: Practices and Difficulties in Saudi Business Companies. *General Management*, 47(4), 491-522.
- Barnett, B., and Bradley, L. (2007). The Impact of Organizational Support for Career Development on Career Satisfaction. *Career Development International*, 12(7), 617-636, from <http://www.emeraldinsight.com/1362-0436.htm>.
- Comini, Graziella M. and Fischer, Rosa M. (March, 2009). When Cinderella Gazes at Herself in the Mirror: The Succession Issue in NGOs. Thomas Edison State College. *International Leadership Journal*, 1(2), 4-26.
- Farashah Ali D., Nasehifar, Vahid and Karahrudi, Ahmadreza S. (February, 2011). Succession Planning and its Effects on Employee Career Attitudes: Study of Iranian Governmental Organizations. *African Journal of Business Management*, 5(9), 3605-3613.
- Hickey, Will (Summer, 2002). A Survey of MNC Succession Planning Effectiveness in China. *Performance Improvement Quarterly*, 15(4), 5-22.
- Howe, William (2009). Interview with Dr. William Rothwell. Thomas Edison State College. *International Leadership Journal*, 1(2), 54-63.
- Kang, Jiyoung (March, 2011). Understanding non-governmental organizations in community development: Strengths, limitations and suggestions. *International Social Work*, 54(2), 223-237.
- Kim, Yeonsoo (2010). Measuring the Value of Succession Planning and Management: a Qualitative Study of Multinational Companies. *Performance Improvement Quarterly*, 23(2), 5-31.
- Kubal, Diane and Baker, Michael (October, 2003). Succession Planning: How Seven Organizations Are Creating Future Leaders. *Performance Improvement*, 42(9), 20-25.
- Palliam, Ralph, Cader, Hanas A., Chiemeke, Charles (May, 2011). Succession Issues among Family Entrepreneurs in Countries of the Gulf. American University of Kuwait, Safat, Kuwait. *International Journal of Business Administration*, (2)2; 25-34.

- Sharma, Pramodita, Chrisman, James J. and Chua, Jess H. (Spring, 1997). Strategic Management of the Family Business: Past Research and Future Challenges. *Family Business Review*, (10)1.
- Sharma, Pramodita, Chrisman, James J. and Chua, Jess H. (March, 2003). Succession Planning as Planned Behavior: Some Empirical Results. *Family Business Review*, XVI(1).
- Subrahmanian, Mu., Anjani, N. (January, 2011). Succession Planning & Its Impact on Organizational Performance in IT Sector. Velammal Engineering College, Chennai. *Journal of Arts Science & Commerce*, II(1), 172- 179.

Theses and Dissertations

- Abu Saleema, Basima (2007). Level of Training Effect on the Development of Human Resources at UNRWA Field Office in Gaza. MBA Thesis, Islamic University, Gaza.
- Abu Nada, Yunis (2006). Barriers of Using and Practicing Formal Strategic Planning in Non-Profit Organizational in the Gaza Strip. MBA Thesis, Islamic University, Gaza.
- Al Tahrawi, Abdel Mon'em (2010). The Role of Human Resources Development Strategies in Developing Organizational Performance in NGOs in Gaza. MBA Thesis, Islamic University, Gaza.
- Al Madhoun, Amani (2005). Career Path Development Policies in UNRWA from the Perspective of Employees Working in the Headquarter and the Field Office. MBA thesis, Islamic University, Gaza.
- Shaltout, Amani (2009). Human Resources Development as a Strategic Entrance to Maximize Investment in Human Beings: A Study on the UNRWA Staff in the Gaza Strip. MBA Thesis, Islamic University, Gaza.
- Beever, Douglas Ray (August, 2008). Integrating Succession and Career Development Strategies for Finance Professionals. Master Thesis, Royal Roads University, Canada.
- Cross, Stephanie U. (2009). Succession Planning in Healthcare Organizations. Master Thesis, Old Dominion University, Virginia.
- Gallo, Mary R. (2010). Succession Planning For the Leaders We Need: An Action Research Study of One Ontario School Board. M.Ed. dissertation, Nipissing University, Canada.
- Hobson, Nicole D. (2007). Succession Planning and Situational Engagement. PhD Dissertation, University of North Texas.
- Hughes Butts, Mary Ann. (2008). A Descriptive Quantitative Study of Credit Union Succession Planning. Ph.D. Dissertation, University of Phoenix, Arizona.

- Kasper, Scott Michael (2008). Preparing for Leadership Transition: An Examination of the Impact of Organizational Communication in the Administration of Succession Planning Programs. PhD Dissertation, Alliant International University, California.
- Kebo, Richard (2009). Action Research as an Evaluation Tool for Improving A Succession Planning Program in City Government. Ph.D. Dissertation, Alliant International University, California.
- Krauss, Janet A. (2008). Succession Planning and Talent Management Recommendations to Reduce Workforce Attrition and Prepare For an Aging Population. Ed.D. Dissertation, Wilmington University, Delaware.
- Mack, Yvette E. (2010). Women in the c-suite: A study of how succession planning may best be utilized for career advancement of medical college executives. Ph.D. Dissertation, Capella University, Minnesota.
- Mateso, Beter E. (2010). Understanding Succession Planning and Management Efforts at Midwestern University: A Mixed Methods Study. Doctor of Education (Ed.D.), Bowling Green State University, Ohio.
- Mandi, Abdullah Rashed (2008). A Case Study Exploring Succession Planning: Supported by Quantitative Analysis of Governmental Organizations in the Kingdom of Bahrain. PhD Dissertation, The George Washington University, Washington.
- Mercer, Christopher B. (2009). A Multi-Site Case Study of Informal Leadership Succession Planning in Three Higher Education Institutions. Ph.D. Dissertation, University of Calgary, Canada.
- Shbeir, Rehab (2004). The Status of Human Resource Management and Its Development at the Non-Governmental Organizations in the Gaza Strip. MBA Thesis, Islamic University, Gaza.
- Richards, Cheryl L. (2009). A New Paradigm: Strategies for Succession Planning In Higher Education. Ph.D. Dissertation, Capella University, Minnesota.
- Robinson, Keith E. (2009). Evaluation of Succession Planning to Improve Court Employees' Career Development Opportunities. Ph.D. Dissertation, Nova Southeastern University, Florida.
- Romejko, Mark A. (2008). Key Characteristics of a Succession Planning Program at a Government Research Center. PhD Dissertation, Pepperdine University, Los Angeles.
- Saleh, Hanadi Rebhi (May 2012). The Role of HRM Practices in Improving Career Development Opportunities of the NGO Staff in Gaza Strip. MBA Thesis. The Islamic University- Gaza.
- Shipman, Freda B. (May 2007). Formal Succession Planning in Healthcare Organizations: Meeting Leadership Needs in a Changing American Workforce. PhD, Spalding University, Louisville, Kentucky.

- Stutsman, Kim K. (August 2007). An Examination of Principal Shortages in Florida School Districts: Implications for Succession Planning for Principal Replacement. PhD, University of Florida.
- Wright, David A. (2010). Exploring the Intentions of Founders and Long-Term Executives: A Qualitative Look at Succession Planning in Human Service Organizations. Ph.D. Dissertation, Virginia, Regent University.

Internet Document

- Georgia Merit System (2005). Georgia's Flexible Succession Planning Model: Growing Tomorrow's Leaders Today. Retrieved September 10, 2012, from http://www.spa.ga.gov/pdfs/sp/sp.ga_sp_model_manual.pdf
- Motor Carrier Passenger of Council of Canada. (n.d.). Retrieved July 19, 2012, from <http://www.busgurus.ca/en/page/workforce-succession>
- Paterson, David A. (September, 2001). Our Workforce Matters: A Guide to Workforce and Succession Planning for New York State Agencies. New York State Department of Civil Service and the New York State Governor's Office of Employee Relations. Retrieved June 15, 2012 from <http://www.cs.ny.gov/successionplanning/planning/exec.html>

Appendixes

Appendix A: List of Referees' Names

Appendix B: Request for Questionnaire Assessment

Appendix C: Questionnaire in Arabic

Appendix D: Questionnaire in English

Appendix E: Sample Distribution List

Appendix A: List of Referees' Names

No.	Name	University
1	Dr. Yousef Bahar	Associate Professor at the Islamic University- Gaza
2	Dr. Rushdy Wadi	Associate Professor at the Islamic University- Gaza
3	Dr. Waseem Alhabil	Head of Business Administration Department at the Islamic University- Gaza
4	Dr. Samir Safi	Associate Professor at the Islamic University- Gaza
5	Dr. Nidal Abdallah	Dean of Faculty of Administrative and Financial Science at Al Aqsa University
6	Dr. Bassam Abu Hamad	Al-Quds University, School of Public Health
7	Dr. Khitam Abu Hamad	Al-Quds University, School of Public Health
8	Dr. Jalal Shabat	Assistant Professor at Al Quds Open University
9	Dr. Wael Thabet	Assistant Professor at Al Azhar University
10	Dr. Mohammed Fares	Al Azhar University
11	Dr. Nihaya Al Tilbani	Al Azhar University
12	Dr. Mazen Younes Rahmi	University of Palestine

Appendix B: Request for Questionnaire Assessment



الجامعة الإسلامية - غزة

عمادة الدراسات العليا

كلية التجارة - قسم إدارة الأعمال

سعادة الدكتور/..... حفظه الله

السلام عليكم ورحمة الله وبركاته،،،

تقوم الباحثة بإجراء دراسة بعنوان: "واقع تخطيط الإحلال والتعاقب الوظيفي في المنظمات غير الحكومية الرئيسية في قطاع غزة" وبحكم خبرتكم في ميدان البحث العلمي، تأمل منكم الباحثة منحها جزءاً من وقتكم الثمين؛ لقراءة الأداة وإبداء رأيكم في فقراتها، والحكم على درجة ملائمة الفقرات من حيث شموليتها لكل محور من ناحية، إضافة إلى مدى وضوح الفقرات وملائمة صياغتها. كما تأمل منكم الباحثة إضافة ما ترونه ضرورياً ومفيداً ليتسنى تعديلها في ضوء ملاحظاتكم القيمة ومقترحاتكم البناءة.

مقدرين لكم تعاونكم، وشاكرين لكم جهودكم الفعالة في خدمة البحث العلمي.

الباحثة/ هبة عطية أبو جربوع

Appendix C: Questionnaire in Arabic



الجامعة الإسلامية - غزة

عمادة الدراسات العليا

كلية التجارة - قسم إدارة الأعمال

الأخ/ت الفاضل/ة السلام عليكم ورحمة الله وبركاته...

تقوم الباحثة بإعداد دراسة بعنوان: "واقع تخطيط الإحلال والتعاقب الوظيفي في المنظمات غير الحكومية الرئيسية في قطاع غزة" وذلك استكمالاً لنيل درجة الماجستير في إدارة الأعمال بالجامعة الإسلامية. لقياس ذلك أعدت الباحثة الاستبانة المرفقة والتي تهدف إلى التعرف على آرائكم نظراً للدور البارز الذي تلعبه الكفاءات الفلسطينية. إن حرصكم على تقديم المعلومات الكافية بدقة وموضوعية سيؤدي إلى الوصول إلى أفضل النتائج لموضوع الدراسة، علماً بأن البيانات التي يتم الحصول عليها سوف تستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم،،

وتفضلوا بقبول فائق الاحترام والتقدير،،

الباحثة/ هبة أبو جربوع

الجزء الأول: البيانات الشخصية:

الجنس	<input type="checkbox"/> ذكر	<input type="checkbox"/> أنثى
العمر	<input type="checkbox"/> أقل من 30	<input type="checkbox"/> 30-أقل من 40 سنة <input type="checkbox"/> 40-أقل من 50 سنة <input type="checkbox"/> 50 سنة فأكثر
الحالة الاجتماعية	<input type="checkbox"/> متزوج/ة	<input type="checkbox"/> أعزب/عزباء <input type="checkbox"/> أرمل/ة <input type="checkbox"/> مطلق/ة
المؤهل العلمي	<input type="checkbox"/> دبلوم	<input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتوراة
المسمى الوظيفي	<input type="checkbox"/> مدير المؤسسة <input type="checkbox"/> منسق مشروع	<input type="checkbox"/> نائب مدير المؤسسة <input type="checkbox"/> مدير الموارد البشرية <input type="checkbox"/> مدير برنامج <input type="checkbox"/> وظيفة أخرى (برجاء التحديد:
سنوات الخدمة داخل المؤسسة	<input type="checkbox"/> أقل من 5 سنوات	<input type="checkbox"/> 5-أقل من 10 سنوات <input type="checkbox"/> 10-أقل من 15 سنة <input type="checkbox"/> 15 سنة فأكثر
سنوات الخبرة خارج المؤسسة	<input type="checkbox"/> أقل من 5 سنوات	<input type="checkbox"/> 5-أقل من 10 سنوات <input type="checkbox"/> 10-أقل من 15 سنة <input type="checkbox"/> 15 سنة فأكثر
عدد مرات الانتقال لوظائف أعلى داخل المؤسسة	<input type="checkbox"/> نهائياً <input type="checkbox"/> أربعة فأكثر	<input type="checkbox"/> مرة واحدة <input type="checkbox"/> مرتان <input type="checkbox"/> ثلاث مرات

الجزء الثاني: بيانات حول المؤسسة:

عدد الموظفين	<input type="checkbox"/> 20-30	<input type="checkbox"/> 31-40	<input type="checkbox"/> 41-50	<input type="checkbox"/> 51 فأكثر
عمر المؤسسة	<input type="checkbox"/> 8-11	<input type="checkbox"/> 12-15	<input type="checkbox"/> 16-19	<input type="checkbox"/> 20 سنة فأكثر

تعريف للمصطلح المستخدم:

الإحلال والتعاقب الوظيفي: عملية تحديد الموظفين ذوي الإمكانيات العالية داخل المنظمة وسد الفجوات المهارية لديهم عن طريق برامج تدريبية وتطويرية موجهة تمكنهم من تولي الوظائف المهمة عندما تصبح متاحة (سواء عن طريق استقالة/ موت/ تقاعد/مرض مفاجئ/ إجازة لفترة طويلة ممن يشغل هذه الوظائف).

الجزء الثالث: واقع تخطيط الإحلال والتعاقب الوظيفي في المنظمات غير الحكومية الرئيسية في قطاع غزة

الرجاء وضع إشارة (✓) أمام المربع الذي يوافق خيارك:

أولاً	درجة وضوح مفهوم تخطيط الإحلال والتعاقب الوظيفي	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
1	تحدد المؤسسة المرشحين للترقية بناء على الكفاءة والمؤهلات العلمية.					
2	يقوم صناع القرار بتقييم متطلبات التخطيط الوظيفي المتعلق بالمناصب الرئيسية.					
3	يتم تطوير كفاءات الموظفين لسد احتياجات المؤسسة الحالية والمستقبلية.					
4	تقوم المؤسسة بتقييم احتياجاتها المستقبلية من الموارد البشرية بشكل دوري.					
5	تعتمد المؤسسة احتياجات الإحلال والتعاقب الوظيفي لتدريب وتطوير الموظفين بشكل مناسب.					
6	يتم تحديد المهارات وقواعد المعرفة المطلوبة للمناصب الرئيسية في المؤسسة.					
7	يوجد في المؤسسة خطط لتطوير وتنمية قدرات الموظفين تهدف إلى تضيق الفجوة بين احتياجات العمل الحالي ومتطلبات العمل المستقبلي.					
8	يتم نقل المعرفة والخبرة المكتسبة خلال العمل من قبل شاغلي الوظائف الرئيسية لبدلائهم قبل تركهم للمؤسسة.					
9	توجد في المؤسسة هيكلية واضحة تبين الكفاءات الحالية والاحتياجات المستقبلية.					
10	تتوافر في المؤسسة آليات مختلفة لمقارنة كفاءات الأفراد الحالية بمتطلبات الشواغر لتسهيل عملية الإحلال والتعاقب الوظيفي.					
11	تقوم المؤسسة بتحليل عبء العمل لغايات تحديد الفائض والعجز من الوظائف.					
12	توجد في المؤسسة سياسة واضحة توصي بترقية الموظفين من داخلها.					
13	تعقد المؤسسة ورش عمل لتدريب الأفراد على التخطيط الوظيفي.					
14	يوجد في المؤسسة دليل لتخطيط الإحلال والتعاقب الوظيفي مكتوب وواضح تسترشد فيه الإدارة العليا.					

ثانياً	مستوى الدعم والجهد الإداري	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
1	تدعم المؤسسة فرص التعلم من خلال إتاحة فرص التدريب الداخلي والخارجي.					
2	تشجع المؤسسة الموظفين على تطوير كفاءاتهم وخبراتهم بما يضمن استمرار الميزة التنافسية للمؤسسة.					
3	تقوم المؤسسة بتصميم وتنفيذ برامج تطويرية محددة لتطوير الموظفين بما يتلاءم مع برنامج التخطيط للإحلال والتعاقب الوظيفي.					
4	تقدم إدارة الموارد البشرية في المؤسسة السياسات والإجراءات اللازمة لضمان تطوير الموظفين.					
5	تخصص المؤسسة موازنة لتنفيذ استراتيجية إدارة الكفاءات.					
6	يقوم رؤساء الأقسام بتحديد وتطوير الكفاءات من الموظفين والاحتفاظ بهم كوسيلة من وسائل الإحلال والتعاقب الوظيفي المتبعة.					
7	تشجع المؤسسة مبادرات التحسين والتطوير الفردية بما يخدم مصلحة سياسات الإحلال والتعاقب الوظيفي.					
8	تستثمر المؤسسة أنشطة التدريب المختلفة لتطوير أدوار الأفراد.					
9	توفر المؤسسة الموارد والإمكانيات اللازمة لتطوير جميع العاملين كل حسب مجال عمله.					
10	تطبق المؤسسة أنظمة الحوافز والمكافآت للموظفين لتساهم في رفع جودة أدائهم.					
11	تُشمل المؤسسة خطة الإحلال والتعاقب الوظيفي ضمن الخطة السنوية.					
12	الإدارة العليا في المؤسسة مقتنعة وتدعم الدور الهام لتخطيط الإحلال والتعاقب الوظيفي.					
13	يقدر المدراء قيمة إعداد موظفين بدلاء للوظائف الرئيسية من خلال موافقتهم وتشجيعهم على ذلك.					
ثالثاً	وجود الخطط الاستراتيجية والتشغيلية	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
1	يوجد لدى المؤسسة خطة استراتيجية واضحة تعمل على تنفيذها.					
2	يتم ربط نقاط القوة والضعف للموظفين والمدراء بالأهداف الاستراتيجية المستقبلية للمؤسسة.					
3	تضع المؤسسة خططا تشغيلية لنقل الموظفين إلى مواقع وظيفية مختلفة لتدريبهم وإكسابهم الخبرات اللازمة.					
4	يتم ربط برامج التطوير الوظيفي بخطة المؤسسة الاستراتيجية.					
5	تتوافر في خطط المؤسسة قاعدة بيانات بمهارات ومؤهلات العاملين.					
6	توجد في المؤسسة خطة للإحلال والتعاقب الوظيفي توجه عملية التخطيط للمناصب الإدارية.					
7	يقوم قسم الموارد البشرية في المؤسسة بتخطيط وتنفيذ برنامج لتطوير					

					بشكل فعال.	
					تمنح المؤسسة موظفيها الأولوية في ملء الشواغر التي تظهر في المؤسسة.	12
					تشجع المؤسسة النساء للتقدم للمناصب القيادية.	13
لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة	الواقع الحالي لتخطيط الإحلال والتعاقب الوظيفي	خامساً
					تبذل المؤسسة جهداً في التخطيط لاحتياجات القوى العاملة في وقت مبكر لأسباب مثل الترقيات والتقاعد.	1
					يتم قياس نسبة المدراء المتوقع تقاعدهم في السنوات الخمسة القادمة.	2
					تحدد المؤسسة المرشحين المؤهلين من داخلها لشغل الوظائف الرئيسية عندما تصبح شاغرة.	3
					تقوم الإدارة العليا بتحديد الوظائف التي لها تأثير كبير في المؤسسة.	4
					يتم اختيار المدراء التنفيذيين في كثير من الأحيان من داخل المؤسسة.	5
					تعطي المؤسسة فرصة لموظفيها للنهوض بأنفسهم مهنيًا ولتحقيق أهدافهم المهنية.	6
					يتم تحديد الوظائف الحساسة المرتبطة بتحقيق الأهداف الرئيسية في المؤسسة.	7
					يتم إتباع الخطط والسياسات والإجراءات المعدة مسبقاً، بحيث يتم تجنب حالات الطوارئ عند تغيب أو ترك بعض الموظفين الرئيسيين لوظائفهم في المؤسسة.	8
					يتم مراقبة دوران الموظفين لأخذ ذلك بعين الاعتبار عند تطبيق برنامج الإحلال والتعاقب الوظيفي.	9
					تحدد المؤسسة الأفراد ذوي الأداء المتميز ويحقق الأهداف والتوقعات المطلوبة منهم.	10
					تحدد المؤسسة خطة عمل لمعالجة الأداء المتدني.	11
					يتم قياس أثر ترك الموظفين للعمل ومخاطر ذلك على المؤسسة من حيث إنتاجيتها وميزتها التنافسية.	12
					تعمل المؤسسة على تطبيق الإثراء الوظيفي من خلال إضافة مسؤوليات وصلاحيات جديدة للموظفين ذوي الإمكانيات العالية لتعميق خبراتهم وصل مهاراتهم.	13
					تقوم المؤسسة بتفويض الصلاحيات للموظفين ذوي الإمكانيات العالية لتولي مهام جديدة.	14

شكراً لحسن تعاونكم،،،

Appendix D: Questionnaire in English

Islamic University – Gaza
 Dean of Postgraduate Studies
 Faculty of Commerce
 Business Administration



Dear Sir/ Madam,

The researcher is conducting a study entitled: **"The Current State of Succession Planning in Major Non-Governmental Organizations (NGOs) in the Gaza Strip"** as a partial fulfillment of the requirements for the awarding of a master's degree in Business Administration. The researcher would greatly appreciate your participation in completing this questionnaire because your experience in this field would be valuable to the study. All questionnaires will remain anonymous and the data collected will be kept strictly confidential.

Your time and participation are greatly appreciated.

Sincerely,
 Heba Abu Jarbou

Part One: Personal Information

Please select one of the following alternatives:

Gender	<input type="checkbox"/> Female	<input type="checkbox"/> Male	
Age	<input type="checkbox"/> Less than 30	<input type="checkbox"/> 30-less than 40	<input type="checkbox"/> 40- less than 50
	<input type="checkbox"/> 50 years and above		
Marital Status	<input type="checkbox"/> Married	<input type="checkbox"/> Single	<input type="checkbox"/> Widowed
	<input type="checkbox"/> Divorced		
Level of Education Attained	<input type="checkbox"/> Diploma	<input type="checkbox"/> Bachelor's Degree	<input type="checkbox"/> Master's Degree
	<input type="checkbox"/> PhD		
Job Title	<input type="checkbox"/> Director	<input type="checkbox"/> Deputy Director	<input type="checkbox"/> HR Manager
	<input type="checkbox"/> Program Manager	<input type="checkbox"/> Project Coordinator	<input type="checkbox"/> Other (Please specify :.....)
Length of Service within the Organization	<input type="checkbox"/> Less than 5 years	<input type="checkbox"/> 5- less than 10 years	<input type="checkbox"/> 10-less than 15 years
	<input type="checkbox"/> 15 years and above		
Years of experience outside the Organization	<input type="checkbox"/> Less than 5 years	<input type="checkbox"/> 5- less than 10 years	<input type="checkbox"/> 10-less than 15 years
	<input type="checkbox"/> 15 years and above		
Times promoted within the Organization	<input type="checkbox"/> Never	<input type="checkbox"/> One Time	<input type="checkbox"/> Two Times
	<input type="checkbox"/> Three Times	<input type="checkbox"/> Four Times and above	

Part Two: Information about Organization

Number of Employees	<input type="checkbox"/> 20- 30	<input type="checkbox"/> 31-40	<input type="checkbox"/> 41-50
	<input type="checkbox"/> 51 and above		
Age of Organization	<input type="checkbox"/> 8- 11	<input type="checkbox"/> 12-15	<input type="checkbox"/> 16-19
	<input type="checkbox"/> 20 years and above		

Definition of the Used Term:

Succession Planning: The process of identifying employees with high potential inside the organization and closing their skill gaps through training and development programs geared to enable them to assume key leadership positions when they become available (either by the resignation/ death/ retirement/ sudden illness/ or the taking a long vacation of its incumbents).

Part Three: The Current State of Succession Planning in Major NGOs in the Gaza Strip

Please select one of the following alternatives:

1 st	The Degree of Clarity of the Concept of Succession Planning	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The organization identifies candidates for promotion based on competences and qualifications.					
2	Decision-makers assess career planning requirements in key positions.					
3	Staff competencies are developed to meet the organization's current and future needs.					
4	The organization assesses the future needs of human resources periodically.					
5	The organization uses succession planning needs to train and develop staff appropriately.					
6	The required skills and knowledge for key positions in the organization are identified.					
7	There are plans to develop staff aimed at narrowing the gap between their present work needs and future work requirements.					
8	Knowledge and experience gained through work by incumbents of key positions are transferred to their replacements before leaving the organization.					
9	A definite structure exists in the organization for current and future talent needs.					
10	Various means are established to compare individual's current competencies to the requirements of a future position to facilitate the succession planning process.					
11	The organization analyzes the workload for the purposes of determining the surplus and deficit of jobs.					
12	There is a clear policy in the organization that recommends upgrading staff from within.					
13	The organization holds workshops to train individuals on career planning.					
14	There is a definite written guide for succession planning that guides senior management.					
2 nd	Managerial Support and Effort Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The organization supports learning by providing opportunities for internal and external training.					
2	The organization encourages employees to develop their skills and experience to ensure that the continuation of the organizational competitive advantage.					
3	The organization designs and conducts specific development programs to develop staff in line with the succession planning programme.					
4	The human resource management in the organization provides the necessary policies and procedures to ensure staff development.					

5	The organization allocates a budget for the implementation of talent management strategy.					
6	The heads of different departments identify and develop the competencies of the staff and retain them as a means of the followed succession planning procedures.					
7	The organization encourages improvement and development initiatives of individuals that serve succession planning policies.					
8	The organization invests in the various training activities to develop the roles of individuals.					
9	The organization provides the necessary resources and capabilities for the development of all employees, each according to his/her field.					
10	The organization applies the incentives and rewards system for employees to contribute to raising the quality of their performance.					
11	The organization includes succession planning within the annual plan.					
12	The senior management in the organization is convinced with and supports the important role of succession planning.					
13	Managers appreciate the value of the preparation of replacements for employees who are in key positions through their consent and encouragement to do so.					
3rd	Existence of Strategic and Operational Plans	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The organization has a clear strategic plan and works on implementing it.					
2	The strengths and weaknesses of the staff and managers are linked to the future strategic goals of the organization.					
3	Operational plans exist in the organization to transfer employees to different positions to train them and equip them with the necessary expertise.					
4	Career development programs are linked to the organizational strategic plan.					
5	A database of the skills and qualifications of employees exists in the organization's plans.					
6	A succession plan exists in the organization that directs the planning process for leadership positions.					
7	The human resources department in the organization plans and implements a program to develop successors for key positions in all departments.					
8	The organization uses software to help management track individuals' progress in the succession plan.					
9	There is an established means in the organization to track developmental activities for high potential employees that prepare them for advancement.					
10	The human resources department staff follows up with managers the development plans that are based on the assessment of capacities or competences.					
11	There is an accurate system for measuring the performance of employees to track their progress and career development.					

12	The organization assesses the benefits from the training programs for developing the skills and experiences of employees.					
13	Policies and procedures exist in the organization related to the planning of professional development and career paths.					
14	Career development programs are linked to the succession planning programme.					
15	There is a strategic plan in the organization that includes objectives for the development of management and staff.					
16	The organization implements recruitment policies that contribute to the provision of the required competencies at the right time and in the right place.					
4th	Organizational Culture	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	There is an encouraging organizational workplace climate for increased participation in the succession planning programme.					
2	There is a positive organizational workplace that stimulates and encourages creativity.					
3	The organizational culture promotes the practice of recruiting, grooming and retaining administrative and leadership talent.					
4	Preparation and promotion of leaders from within the organization constitute a part of the accepted organizational philosophy/ policy.					
5	Provide feedback and encouragement to employees so that they are made to feel good about themselves.					
6	The organization encourages full employee engagement by taking steps to build involvement in decision making in regards to the succession planning programme.					
7	The organization is committed to providing equal opportunities for all employees in career advancement.					
8	Employees feel they belong and loyal to the organization.					
9	The management encourages employees to apply for vacant jobs in the organization.					
10	The organization encourages all employees to apply for leadership positions without discrimination.					
11	The organization strengthens the culture of knowledge and information-sharing among staff effectively.					
12	The organization gives employees a priority in filling vacancies that opens up in the organization.					
13	The organization encourages women to apply for leadership positions.					
5th	The Current State of Succession Planning	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The organization makes an effort to plan for workforce needs in advance for reasons such as promotions and retirements.					
2	The organization measures the percentage of leaders who will be eligible to retire in the next 5 years.					

3	The organization identifies qualified candidates from within to fill key positions when they become vacant.					
4	The senior management identifies the positions that have a significant impact in the organization.					
5	Members of the executive staff are more often selected internally.					
6	The organization gives employees a chance to promote themselves professionally and achieve their career goals.					
7	Sensitive positions associated with the achievement of the main objectives of the organization are identified.					
8	Plans, policies and procedures, prepared in advance, are followed, so that emergencies can be avoided when key employees are absent or leave the organization.					
9	Employee turnover is monitored to take that into account when implementing the succession planning programme.					
10	The organization identifies employees with outstanding performance that achieve the goals and expectations required from them.					
11	The organization determines an action plan that addresses poor performance.					
12	The impact of leaving employees to work and its risk on the organization is measured in terms of productivity and competitive advantage.					
13	The organization applies job enrichment through the addition of new responsibilities and delegations to those employees with high potential to deepen their experience and refine their skills.					
14	The organization delegates authority to employees with high potential to take on new tasks.					

Thank you again for your participation and cooperation.

Appendix E: Sample Distribution List

No.	Name of Organization	Telephone No.
1	Palestinian Association for Development and Heritage Protection.	2475210
2	Society of Physically Handicapped People - Gaza Strip	2838847
3	Palestinian Care Charitable Society	2855533
4	The Islamic Society	2851552
5	Right to Live Society	2807011
6	Red Crescent Society	2864750
7	Al Maghazi Community Rehabilitation	2555244
8	Al-Bait Assamed Association	2828734
9	Deir El Balah Rehabilitation Society	2534192
10	Society of Remedial Education Center	2480790
11	Al-Najda Social Association	2862559
12	Al-Wafa' Charitable Society	2801188
13	Union of Health Care Committee	2863211
14	Al Rahma Charity Association	2054812
15	Al-Sahaba Medical Complex	2833566
16	The Mercy Association for Children	2852388
17	Noor El Marefa El Khairia Association	2550740
18	Al Huda development Association	2071950
19	Al Amal Rehabilitation Society	2136779
20	The Culture & Free Thought Association	2051299
21	Engineers Association	2865177
22	Al Salah Islamic Society	2531081
23	Union of Health Work Committee	2824272
24	Scientific Council of the Salafiyeh Call in Palestine	2070844
25	Jabalia Rehabilitation Society	2481807
26	Afaq Jadeeda Association	2553166
27	Atfaluna Society for Deaf Children	2828495
28	Baytona Association for Community Development	2855966
29	Muslim Girls Society	2823188
30	Dar AlKitab Wa AlSonna Society	2053150
31	Patient's Friends Society	2866336
32	Palestinian Association for Development and Reconstruction (PADR)	2866355
33	Nuseirat Social & Training Rehabilitation Association	2551940
34	Ard Elinsan- Palestine	2868138
35	Public Aid Hospital	2822058
36	Palestinian Contractors Union	2823199
37	Alfalah Charitable Society	2474454
38	National Association of Moderation and Development (NAMD)	2460180
39	Palestinian Women's Union	2863586
40	Gaza Community Mental Health Programme	2828972