



# **EGERTON UNIVERSITY**

## **SUCCESSION PLAN POLICY** **2013**

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## **I BACKGROUND**

Succession Planning is an important function in any organization. This process helps identify the right candidates to place in an in-house talent pool to take over leadership should someone in a key position exit from the Institution. A common scenario for succession planning is when a key leader is about to retire, or when service contracts come to an end or in an emergency situation when the leader is suddenly incapacitated or exits the University on short notice.

Owing to certain environmental dynamics it has become necessary for the University to institute a framework for succession planning. Egerton University has grown in both students and staff numbers. This growth in both staff and student numbers that has led to the creation of University campuses and hence an increase in staff requirements. Competition from other players in the education industry has opened up more opportunities that has caused key staff to leave for higher posts. This has led to the need for succession planning in the institution. Succession planning helps the University develop '*bench strength*' for ready now candidates to replace staff leaving as a result of planned and unplanned departures. Lack of succession planning causes a risk to the continuity, performance and competitiveness of the University in accomplishing its strategic plans and fulfilling its vision and mission.

## **II UNIVERSITY MISSION, VISION AND CORE VALUES**

The University Mission is to generate and disseminate significant knowledge and offer exemplary education that contributes to national and global development.

The University envisions being a world class university for the advancement of humanity.

The University core values are passion for excellence, professionalism, devotion to duty, integrity, transparency, accountability and social fairness.

### **III        OBJECTIVES OF SUCCESSION PLANNING**

5. To develop effective staff retention practices.
6. To preserve 6.

## **VI RESPONSIBILITY FOR SUCCESSION PLANNING**

The leadership responsibility for succession planning rests with the University Council with its work delegated to the Vice-chancellor.

It will be the responsibility of each Head of Department to develop an organogram for use in staff development plans, building a pool of talents from where potential candidates for leadership positions will be identified, and in filling positions whenever they fall vacant due to planned or unplanned absences.

The University Staff Appraisal Instrument will be used to identify and recommend individuals who can be developed for future leadership responsibility.

Human Resource Plans will be used in conjunction with the staff establishment when filling position that fell vacant. There will be annual reviews of staff positions in the University.

## **VII SUCCESSION PLANNING STRATEGIES**

The strategies include:

- (I) Forecasting of human resource needs
- (ii) Carrying out training needs analysis and continuous human resource audits.
- (iii) Developing clear career paths for all staff.
- (iv) Skills and competency development;
- (v) Creating a learning organization; and

(vi) Reviewing employees performance continuously.

## **(VIII) IMPLEMENTATION**

The successful implementation of the policy will be achieved through the following:

(I) Skills and competency development i.e. through mentoring programmes, executive coaching, leadership develop



