

COUNTY GOVERNMENT OF BUNGOMA



OFFICE OF THE COUNTY SECRETARY AND THE HEAD OF PUBLIC SERVICE

DIRECTORATE OF HUMAN RESOURCE MANAGEMENT

SUCCESSION STRATEGY AND MANAGEMENT POLICY

APRIL 2019

PREFACE

I am pleased to release the Succession Management Strategy and policy in recognition of the critical role an effective County Public Service plays in supporting government to draw up and implement its long term vision and development agenda.

This strategy and policy is most timely given the ever increasing need for staff reorientation in success planning and management; new global commitments on sustainable developments and inclusive growth; high youth unemployment; changing expectation on service delivery by the citizenry; technological improvements; financial demands and cutbacks by National Government and in Kenya, the implication of the new governance system of devolution.

The aforementioned notwithstanding, the County Public Service faces a number of challenges which require attention if it is to realize its full potential of providing citizens with higher standards of service delivery-the corner stone of its work. Key among these challenges is succession management at both levels of Government caused by among others, an aging workforce and shortage of staff, skills flight and brain drain particularly in the professional and technical cadres.

The importance of effective succession management to the County Public Service cannot therefore be overstated. International research into the roll out of succession management in Public Service environments has consistently highlighted the significance of human resource planning, competency based human resource management and integrated recruitment, selection, career progression and succession planning policies to achieve quality and efficiency of the Public Service.

The main objective of this Strategy is therefore, to initiate a proactive planning process involving critical work force positions by developing a pool of potential successors and encouraging a culture that supports knowledge transfer and employee development in the County Public Service .

The interventions made in this Strategy and policy will ensure that the County Public Service:- embraces change as part of talent retention and succession planning strategy; has the right number of staff in the right places and at the right time with the right skills, knowledge and attributes to perform various roles with utmost efficacy; mainstream Human Resource Planning (HRP) in all Departments; and assists individuals realize their career plans and aspirations within the County Public Service .

It is therefore my desire that this Strategy will be implemented by all Department of the County Government of Bungoma. This is also geared towards enhancing the establishment of strong and effective County Public Service. The policy will provide an avenue for training in technical, managerial and leadership competencies as well as the right human capacities consistently over time.

STATEMENT BY COUNTY SECRETARY AND HEAD OF COUNTY PUBLIC SERVICE

I wish to welcome the development of the Succession Management policy which underlines the importance of human resource, as a key component of effective public service.

As a county Government we recognize that the most valuable asset we have as a county is our human resource. No matter how organized and constitutional the Government is, it would not get very far in the absence of a public administration system that is capable of translating its broad development intentions into reality, enforcing its laws and delivering services needed by the people.

In this regard, one of the roles of the County Public Service is to create a governance framework that guarantees security and stability, peace, effective macro-economic management, rule of law, respect for human and property rights, among other issues.

As a County Public Service, we have many achievements to celebrate and showcase. In order to continue the trend, the Bungoma County Government is committed to improving the quality of County Public Service by supporting enhancement of efficiency and operational capacities across the two levels of Government. This includes investing in human resource development, enhancing co-ordination of collaboration efforts towards effective devolved units and redefining County Public Service in line with the provisions of the Constitution.

While we have one of the best County Public Service in the Kenya with gifted and diligent people, the Bungoma County Public Service is faced with a number of challenges. These include an ageing County Public Service and scarcity of critical skills among others which require urgent attention.

The successful implementation of the Succession Management Strategy and policy will therefore go a long way in addressing these challenges and enhancing the effectiveness of the Bungoma County Public Service.

Thank You.

Wambati J W

Message from the Secretary Bungoma County Public Service board

The National and County Government Coordinating Summit undertook to develop a joint Capacity Assessment and Rationalization of the County Public Service (CARPS) Programme.

The general objective of CARPS was to ensure that Government functions are properly structured and staffed to facilitate transformation of the County Public Service for effective service delivery in County Governments. This is in response to the need for implementation of devolved governance system that also necessitated the alignment of County Government Structures.

The transition to the new system of Government has faced a number of challenges particularly in the area of human resource management. Whereas some of these are historical, some have arisen out of the new political dispensation arising out of the weak institutions during the time of transition to the new structure of Government.

These challenges are manifested in form of ageing workforce where over 60% of employees are above 40 years and 31% are over 50 years; high staff turnover and scarcity of staff in priority areas such as Medical, Legal, Research, Scientists, Engineers; controlled employment; and lack of systematic leadership development programmes.

I therefore welcome the development of the Succession Management Strategy and policy which among other components recommends the effective mainstreaming of human resource planning in the Bungoma County Public Service and urges the relevant departments and sections to fully implement the this Strategy and policy.

Elizabeth Wanyonyi

Secretary, County Public Service Board

ACKNOWLEDGEMENT

The fruitful development of the Human Resource Planning and Succession Management Strategy is a product of the concerted efforts of many individuals in the County Government of Bungoma.

First and foremost, I wish to thank HE Wycliffe W. Wangamati, Governor County Government of Bungoma, Mr. Wambati J. W, County Secretary and Head of Public Service, Hon Sabwami Keya, CECM, Public Service management and Administration for their strategic leadership. I am indebted to the entire HR staff for fronting and providing leadership in the development of this Succession Management Strategy and policy for the Bungoma County Public Service.

I acknowledge the efforts and commitment of the technical team which was involved in the development of this strategy and policy, heads of department and other staff of the of County HR and the entire County Work force for the cooperation and the support

CHAPTER ONE: INTRODUCTION

1.0 Prelude

In an environment of rapid change, one of the main fears of organizational leadership is ensuring organizational sustainability, flexibility and responsiveness in delivering services. Ability to deliver services within a rapid changing environment calls for a deliberate and structured way of ensuring that an organization has the right number of staff with the right skills and competence mix at all-times. Human resources planning has therefore become a major preoccupation in organizations as they endeavor to align the human resource with the mandate of the institution.

A key component of Human resource planning is succession management which ensures organizational and institutional readiness, flexibility and responsiveness in delivery of services. Succession management involves two key activities: tracking pivotal roles that are emerging as “resource pressure points” and proactively sourcing and developing a strong talent pool of human resource.

Leaders and managers therefore, need to manage employee succession effectively to ensure continuous availability of leadership, management and technical capacity to deliver services. Organizations and institutions that have an effective succession management system will positively impact on long-term leadership quality, managerial capabilities and overall organizational performance.

Succession management is therefore, an important human resource management strategy that is geared towards ensuring continuation of effective service provision to the citizenry. Absence of succession management plans and the resultant gaps in terms of numbers, skills and competencies arising from both expected and unexpected exit which can lead to disruption and subsequent sub-optimal outcome in the delivery of Government business. Forward human resource planning helps to develop a diverse workforce better equipped to respond well to emerging challenges and manage succession.

County Governments just like any other institutions need to put into place succession management systems to ensure sustainability and effective delivery of services.

1.1 Background

The national Government has made efforts in addressing the issues of succession management as the governance systems and development of the County evolves. The approach has however, not been based on human resource management plans neither has it been systematic nor holistic, leading to challenges in the delivery of Public Services.

Consequently, the Government initiated the Civil Service Reform Programmes of the 1990s, aimed at among other things to cut down the wage bill.

The initiatives put in place included: (i) The implementation of Voluntary Early Retirement Scheme for officers on Job Groups "A" to "G"; (ii) Non replacement of officers leaving the Service through natural attrition other than those in critical and essential areas; (iii) Abolition of vacant positions; (iv) Ban on recruitment for ten (10) years except on critical and essential areas; (v) Withdrawal of guaranteed employment to university and tertiary college graduates; and (vi) Implementation of a compulsory retrenchment Scheme in the year 2000 that targeted cadres in over manned areas and in functions identified for abolition.

The County Public Service Reform Programme however, did not address the human resource planning and in particular succession management issues. In an endeavor to address the emerging succession management issues, the Government developed a succession management strategy in the year 2008. One of the key recommendations was the mainstreaming of human resource planning in the County Public Service.

The Strategy was however not fully implemented thus, compounding succession management challenges. Some of the recommendations that were implemented included review of retirement age from fifty five (55) to sixty (60) years in 2009, review of the common establishment grades and granting of waivers on requirement for promotion to address staff stagnation, review of Schemes of Service, among others

1.2 Rationale

The County Public Service is currently facing succession management challenges. In the Civil Service, for instance, succession management problems are manifested in a number of ways, namely:-

- (i) Staffing gaps in the grading structures particularly at higher levels;
- (ii) Ageing workforce whereby a big percentage of Civil Servants are above 50 years (34% or 236 are therefore expected to retire within the next ten (5) years;
- (iii) Stagnation of staff;
- (iv) Mismatch of skills and jobs;
- (v) High staff turnover, particularly in some key cadres; and
- (vi) Shortage of relevant skills and competences occasioning waivers on the requirement for promotion to higher grades, short term contracts, reengaging pensioners on contractual basis and recruitment of casuals to perform jobs of permanent nature.

These challenges have been brought about by lack of effective human resource planning, poor career management and recruitment practices in the County Public Service. The resultant effect of the succession management problems is that the Government is unable to deliver services at optimal levels. Indeed existing literature and other data project a picture of the possibility of a succession management crisis in the foreseeable future as a high percentage of staff in many cadres drift towards retirement.

This is evident from the findings of Capacity Assessment and Rationalization Programme (CARPS) Report and existing payroll data. It is in light of the above that it has been found necessary to develop a succession management strategy for the Bungoma County Public Service. This strategy document seeks to address the obtaining succession management challenges.

1.3 Objectives of the Succession Strategy and Policy

The main objective of this strategy document is to provide strategies to address the existing and future succession management challenges. Specific objectives hereto are:-

- (i) Institutionalize human resource planning aligned to national and organizational strategic goals;
- (ii) Ensure the best fit between employees and the jobs;
- (iii) Develop a pool of potential successors to support knowledge transfer and employee development;
- (iv) Develop internal capability to ensure organizational preparedness to changing roles and competitiveness;
- (v) Provide stability in leadership and other critical positions to sustain a high performing County Public Service and ensure uninterrupted delivery of services and programmes; and
- (vi) Attract and retain talented, competent and knowledgeable employees in the service.

1.4 Scope of the Strategy and Policy

This strategy will apply to all County Public Service organizations.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.0 Preamble

This Chapter highlights the current situation in the County Public Service in so far as succession management challenges are concerned. It also explores efforts by County Government to address issues of succession management in the Service.

Whereas there have been strategies to address succession management challenges in the County Public Service, these have neither been comprehensive nor integrated hence, they do not fully realize the desired outcomes. These piecemeal strategies have often been reactive in nature. The succession management challenges and the strategies currently being applied are discussed in detail in the subsequent paragraphs.

Some of the key challenges being experienced are:

- (i) Inadequate human resource planning;
- (ii) Staffing gaps at higher levels;
- (iii) Ageing workforce;
- (iv) Poor career management;
- (v) High staff turnover in key cadres;
- (vi) Shortage of critical skills and competences;
- (vii) stagnation of staff;
- (viii) Mismatch of skills and jobs; and
- (ix) Implementation of the Constitution of Kenya 2010

2.1 Inadequate Human Resource Planning

Human Resource Planning (HRP) is a critical function in all organizations since it ensures that an organization has the right people in the right jobs at the right time. Organizations should therefore, not only define what will be accomplished within a given time-frame, but also the numbers, skills and competencies required to achieve the targets.

This also entails anticipating possible future developments and maintaining a well-structured workforce of an appropriate size, which is able to meet the changing needs of the County Public Service in a cost efficient manner.

Further, most counties do not maintain comprehensive skills inventories that would adequately inform the current human resource status. This not only makes it difficult to identify skills and competency gaps but also developing appropriate programs to address the gaps.

The only aspects of human resource planning in the County Public Service are existence of career progression guidelines for the various cadres of staff and authorized establishment in Ministries/Departments and some Agencies and Counties. These efforts however, are not

adequate to address all issues in human resource planning especially for purposes of succession management.

2.2 Staffing Gaps

The demand for quality County Public Service has necessitated the need for the right number of staff at the right place and at the right time. This calls for knowledgeable employees with the right skills, competencies and experience in work performance. The Service has however, been experiencing gaps in performance occasioned by vacancies in established positions. These gaps have arisen out of lack of requisite qualifications, non-declaration of vacant posts, delays in filling posts, ongoing controlled recruitment.

Gaps in staffing as a contributor to succession management challenges may also be attributed to a number of factors which are highlighted hereunder.

2.2.1 Leadership and Management Development Programmes

Leadership is key to succession management in the County Public Service as leaders are the drivers of organizational success. Leadership development facilitates building of capacity of individuals who perform leadership roles and their successors in Departments and sections. The Service however, does not have adequate programmes on leadership development to build capacity of officers to take up leadership roles.

In addition, counties have been experiencing reduced funding for training and capacity building. As a result, a number of sections within the Service have had to retain the staff beyond retirement age, hire staff on short term contracts or engage consultancy services.

2.2.2 Tall Civil Service Grading and Restrictive Salary Structure

The Public Service has for many years been characterized by poor remuneration. In an effort to address this, the grading structure in the public Service has gradually been expanded to accommodate more salary points. The grading structure currently comprises twenty one (21) grades starting from Job Group A to V. The tall grading structure in the Civil Service has contributed to succession gaps since the structure necessitates staffing at every level to facilitate smooth succession in respective cadres.

To address these gaps waivers on requirements for promotion have been granted for affected cadres. This strategy is reactive and does not address the underlying causes of the staffing gaps.

2.3 Ageing workforce

A Human Resource analysis of the County Governments shows that the Service is faced with an aging workforce where 34% of staff at County Governments are aged between 50 and 59 years, while 30% are in the age bracket of 40 to 49 years. Specifically, the Analysis revealed that 40% of staff in a number of Departments are aged 50 years and above.

The findings of the analysis are corroborated by the details of which are illustrated in the Table below.

Distribution of Senior Staff in Departments in the County Government of Bungoma by Age Clusters

	Age in Years	No.	%
1.	20-24	0	0
2.	25-29	0.42	1
3.	30-34	10.59	25
4.	35-39	14.83	35
5.	40-44	17.80	42
6.	45-49	20.34	48
7.	50-54	20.76	49
8.	55-59	10.59	25
9.	60 & Above	9	3.81
	Grand Total	236	Source: IPPD April, 2019

The analysis of the data shows that 34% of the staff will be leaving or should have left the Service in the next five (5) years. The most affected are staff in the senior management levels and technical cadres with critical skills and competencies.

The challenge of ageing workforce has partly been addressed through retention in Service beyond the mandatory retirement age to provide more time to mentor successors or recruit replacement, employment on contract term and recruitment in critical areas among others. Analysis of available data shows that the number of staff leaving the Service will rise significantly within the next five years if necessary measures are not implemented.

2.4 Career Management

Career management is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment for purposes of career growth of staff and attainment of organizational goals and objectives. Career Management is critical as it impacts on motivation as well as retention of suitably qualified staff and therefore, a key component of succession management. Career management in the County Public Service has however, not been quite effective leading to staff stagnation and subsequently becoming a succession management challenge.

Human Resource Audit of 2014/2015 under the CARPS programme indicates that 32,743 out of a total of 71,683 of the National Civil Service staff in Ministries/Departments have stagnated in one Job Group for a period ranging from 4 to 44 years. This constitutes 45.68% of the National Government total workforce.

As part of career management, Schemes of Service /Career Progression Guidelines have been developed and used to manage staff growth in the Service. A number of cadres are however, yet to have Schemes of Service/Career Progression Guidelines. The cadres that have the Schemes of Service /Career Progression Guidelines have not been effectively managed due to inadequate funding, poor governance or delayed review. As a result, staff stagnate in one grade for prolonged periods of service.

Lack of requisite qualifications among staff as stipulated in their respective schemes of service has been another inhibitor in effective career management leading to non-advancement of staff and thus stagnation. Whereas staff may be in possession of the requisite qualifications, the non/delayed declaration of vacant posts aggravates the challenge of career management. Further, time taken to fill the vacant positions also impacts on effectiveness of career management. In addition, the controlled recruitment has exacerbated the succession gaps in some cadres. The resultant effect is the succession gaps.

The challenge of ineffective career management has been address through expansion of Common establishment in the Grading Structures, Acting/Special Duty Appointments and staff Re-designations as discussed below.

2.4.1 Expansion of Common Establishment

In 2008, the first four grades at entry level for all cadres were converted to a common establishment, to manage career and address stagnation of officers in the Service. This facilitated progression of staff up to the upper grade of the common establishment. This however, led to stagnation of staff in the upper grades of common establishment due to limited number of posts as a result of which the provision was reviewed. This strategy failed to address the underlying causes of succession management problems. Consequently, in 2014 the common establishment positions reverted to the first two grades at entry level.

2.4.2 Acting/Special Duty Appointments

The gaps resulting from ineffective career management have been partly addressed by calling upon officers to take up appointments on acting capacity on the higher grades. In some cases, officers called upon to perform duties in the higher positions have however, not been able to deliver at optimal levels due to inadequate skills and competencies. In other cases, it has taken too long to fill the positions substantively thereby demoralizing staff holding the positions and those aspiring for promotion, hence compounding the succession management challenges.

2.4.3 Re-designations

This has been used to allow staff to realign their skills with the jobs by facilitating them to re-designate to cadres where their skills are appropriate. The intervention however, is staff driven and therefore, does not address the succession issue. Some re-designated staff also lack competences to perform in the new positions thereby affecting service delivery.

2.5 High Staff Turnover in Key Cadres

The analysis of the payroll data reveals that some cadres in the County Public Service have been experiencing high staff turnover particularly before the age of 40 years through transfer of service, secondment and resignations. Such cadres include Health professionals, Trade and Industrial professionals, Architects and Quantity surveyors, Agriculture professionals, ICT and Economists. The staff high turnover causes shortage and succession challenges thus, compromising service delivery. The high turnover maybe attributed to inequitable remuneration and conditions of service, in cases of transfer and secondment. Similarly, some of the cases of resignations have been attributed to low remuneration, stagnation, lack of enabling work environment and slow career advancement. Exit interviews however, have not been conducted to determine the actual reasons for the exit to inform policy on retention or terms and conditions reviews where necessary. Consequently, the intervention measure of direct recruitment to replace staff has not adequately addressed the problem.

2.6 Shortage of Critical Skills and Competences

Training and acquisition of skills, competences and knowledge involves the integrated use of training, coaching, instructing and putting in place career development strategies to improve individual, group and organizational effectiveness. Its main objective is to develop key competencies that enable individuals perform current and future jobs through planned activities.

The County Government has invested in training and development to ensure continuous upgrading of public servants' knowledge, skills, competencies, and attitudes in a systematic manner. The county government has to identify gaps for critical positions and put in place targeted programmes. The current practice in the public Service however, emphasizes academic qualifications at the expense of competency/skills based courses. The County Public Service lacks a comprehensive framework that would be key to determine areas of shortage of skills and competencies and also areas where skills and competencies need to be developed.

Technical skills and competences to a large extent have been neglected thereby compromising competency requirements of different cadres. Training and development in the County Public Service is mostly supply driven and not needs based. Further, not all training and developmental interventions reflect the Ministerial/Departmental and County strategic intent, nor are they based on annual documented training needs assessment.

Proper knowledge management is a process of creating, sharing, using the information for the benefit of the organization. In cases where skills, competences and knowledge have been acquired however, there are no adequate systems and mechanisms to harness, share and apply such knowledge. As a result, Ministries/Departments/Agencies/Counties currently have no formal systems of harnessing and sharing organizational knowledge and information.

Talent management is critical in ensuring utilization of competences. It is a way of identifying, recruiting, retaining and developing persons with the right aptitude and abilities for the job. Counties however, lack structured system of attracting, retaining and developing people with the aptitude and abilities to meet current and future needs of the County Public Service.

Performance management ensures that available skills and competences in an organization are applied to achieve set targets, goals and strategic objectives are achieved efficiently and effectively. The counties, performance management systems however, have structural weaknesses which constraints effective management of the employees' performance and thus, succession management.

2.7 Mismatch of Skills and Jobs

Aligning skills with jobs is critical in ensuring an efficiency and effective County Public Service. However, the Capacity Assessment and Rationalization of the County Public Service (CARPS) Report revealed that there is mismatch between the skills held by employees and those required by their jobs. This mismatch involve Skills deficit (gaps), skills underutilization, overeducated and undereducated. This is an issue that requires to be addressed.

2.8 Operationalization of the two levels of Government in line with the Constitution of Kenya 2010

The Constitution of Kenya 2010 introduced the devolved governance system which brought a number of changes in the management of the County Public Service. The constitution of the National Government, establishment of County Governments, and creation of Constitutional Commissions and Independent Offices occasioned movement of a number of staff resulting in the disruption of the human resource function and practices. This aggravated the succession management challenge in the Service.

2.9 Conclusion

Whereas there have been interventions to address succession management challenges in the County Public Service, these have neither been integrated nor comprehensive. The interventions have been piecemeal and often reactive in nature hence, they have not realized the desired outcomes. It is in the light of the above that it has been found necessary to develop a comprehensive succession management strategy. The Strategy is discussed in details in the subsequent chapter.

CHAPTER THREE: SUCCESSION MANAGEMENT ISSUES AND STRATEGIES

3.0 Preamble

This chapter highlights strategic issues in succession management identified in the situation analysis. It also identifies the strategic objectives and the strategies for achieving them. The strategic issues include human resource planning, staffing gaps, ageing workforce, career management, staff turnover and critical skills and competences.

3.1 Strategic Issue 1: Human Resource Planning

3.1.1 Strategic Objective: To institutionalize human resource planning in the County Public Service aligned to National and organizational goals.

Strategy 1: Development of a Human Resource Master Plan linked to the County Medium Term Plan and Expenditure Framework (MTP and MTEF) every five (5) years.

Key Activities:

- (i) Develop and update the skills inventory;
- (ii) Identify requisite skills and competences to meet MTP;
- (iii) Identify the gaps and requisite action required to address the gaps;
- (iv) Determine and mobilize resources required; and (v) Establish monitoring and evaluation framework.

Strategy 2: Development of Annual HR Plans by County sections aligned to strategic plans with clear budgetary requirements.

Key Activities:

- (i) Undertake workload analysis to determine optimal staffing levels;
- (ii) Conduct annual reconciliation of staff establishment records;
- (iii) Develop and update the skills inventory;
- (iv) Identify requisite skills and competences to meet strategic plan;
- (v) Identify the gaps and requisite action required to address the gaps; and
- (vi) Determine and mobilize resources required.

Strategy 3: Development and Adoption of Integrated County Government Human Resource Information System (CGHRIS).

Key Activities:

- (i) Upgrade CGHRIS infrastructure;
- (ii) Migrate Integrated Payroll Personnel Data (IPPD) into CGHRIS;
- (iii) Operationalize all human resource modules; and
- (iv) Implement the Human Resource Information System in the County Public Service.

3.2 Strategic Issue 2: Staffing Gaps

3.2.1 Strategic Objective 2:

To ensure and maintain Optimal Staffing Levels with best fit between Employees and the Jobs.

Strategy 1: Linking Recruitment to Human Resource Plans

Key Activities:

- (i) Identify gaps in critical positions and implement targeted programmes to address the gaps;
- (ii) Introduce competency based recruitment and selection; and
- (iii) Undertake periodic review of secondment, attachment, benchmarking and study tours.

Strategy 2: Design and Review Leadership and Management Capacity Building Programmes Key Activities:

- (i) Review and design additional leadership programmes; and
- (ii) Institutionalize coaching and mentoring programmes.

Strategy 3: Review and Harmonize the grading structure to eliminate disparities, job duplications and roles in the County Public Service Key Activities:

- (i) Review and develop a harmonized grading structure in the County Public Service based on Job Evaluation reflecting comparable positions; and
- (ii) Develop salary structure to accommodate horizontal salary progression.

3.3 Strategic Issue 3: Ageing Workforce

3.3.1 Strategic Objective: To ensure a pool of potential successors with requisite skills and competencies to replace those exiting the service and to support knowledge transfer, employee development and replacement.

Strategy 1: Replacement of Staff Key Activities:

- i) Filling vacant positions in line with human resource plan;
- ii) Prompt promotion of serving officers; and
- iii) Review the blanket freeze on recruitment and recruit at entry levels based on human resource plan.

Strategy 2: Introduction of Management Trainee Programme

Key Activities:

- (i) Design and develop a management trainee programme; and
- (ii) Recruit management trainees in line with the programme.

Strategy 3: Design and Implement a young professional programme

Key Activities:

- (i) Develop a young professional programme;
- (ii) Mainstream the young professional programme; and
- (iii) Monitor and evaluate programme.

Strategy 4: Design and implement a High Achievers Scheme

Key Activities:

- (i) Develop modalities and criteria of identifying and recognizing public officers with extra-ordinary ability in work performance, leadership and personal qualities;
- (ii) Design appropriate tools and instruments for assessing and validating High Achievers;
- (iii) Introduce rewards and awards to recognize public servants who have designed improved ways of doing business and displayed unique talents; and
- (iv) Develop a process audit mechanism and prepare audit reports.

Strategy 5: Design and Implement Emeritus programme

Key Activities:

- (i) Develop an emeritus programme;
- (ii) Mainstream the emeritus programme; and
- (iii) Monitor and evaluate the emeritus programme.

3.4 Strategic Issue 4: Career Management

3.4.1 Strategic Objective 4:

To ensure attraction and retention of qualified human resources in the County Public Service and their advancement within their career paths.

Strategy 1. Review and develop career progression guidelines/schemes of service for all cadres.

Key Activities:

- (i) Develop distinct and concise job descriptions, clear accountabilities/responsibilities and academic, professional and competences required for appointment at each grade;
- (ii) Review and develop career progression guidelines/schemes of service for all cadres; and

- (iii) Sensitize staff on the reviewed and newly developed career progression guidelines/schemes of service.

Strategy 2: Train and Develop Staff. Key Activities:

- (i) Undertake training needs assessment with focus on career progression guidelines/schemes of service;
- (ii) Develop training and development Programmes for career growth;
- (iii) Mobilize resources for training and development;
- (iv) Induct newly recruited staff; and
- (v) Coach and mentor staff.

Strategy 3: Promote staff when due

Key Activities:

- i) Declare and fill vacant positions promptly; and
- ii) Enforce policy provision on the maximum period of acting and special duty.

3.5 Strategic Issue 5: Staff turnover in key Cadres

3.5.1 Strategic Objective 5:

To ensure retention of key cadres within the County Public Service

Strategy 1. Provide attractive terms and conditions of service for cadres experiencing high staff turnover Key Activities:

- (i) Undertake exit interviews to establish reasons for turnover;
- (ii) Implement the recommendations arising from the exit interviews report; and
- (iii) Review and implement salary, benefits and incentives for cadres experiencing high turnover.

3.6 Strategic Issue 6: Skills and competences

3.6.1 Strategic Objective 6: To enhance Skills and competences for improved productivity and quality service delivery.

Strategy 1: Develop a talent Management Framework for County Public Service.

Key Activities:

- (i) Conduct a study to identify existing talent gaps;
- (ii) Recruit staff to fill the identified talent gaps;
- (iii) Identify and develop a pool of talents for succession;
- (iv) Develop a system to attract and retain unique talents; and
- (v) Sensitize staff on talent Management Framework for County Public Service.

Strategy 2 : Develop a Competence based Framework for County Public Service

Key Activities

- (i) Identify core competencies for service delivery in the County Public Service ;
- (ii) Undertake needs assessment to identify competence gaps;
- (iii) Develop core competencies among management staff in the County Public Service;
- (iv) Develop and Implement a competence base recruitment and selection system; and
- (v) Sensitize staff on competence based Framework.

Strategy 3: Develop a Knowledge Management Policy for County Public Service.

Key Activities:

- (i) Conduct a study to identify existing Knowledge Management gaps;
- (ii) Develop and Implement Knowledge Management Policy; and
- (iii) Sensitize staff on Knowledge Management Policy.

Strategy 4: Review the performance management System to inform competence, careers and succession management.

Key Activities:

- i) Review the performance management tools;
- ii) Develop a clear framework for performance management system;
- iii) Sensitize staff on performance management system; and
- iv) Introduce performance management incentives and sanctions.

3.7 Strategic Issue 7: Mismatch of Skills and Jobs

3.7.1 Strategic Objective 7: Aligning skills with jobs

Strategy 1: Determine the extent of mismatch of skills to jobs

Key Activities

- i) Undertake a survey in the County Public Service to determine the extent of mismatch of skills to jobs; and
- ii) Undertake deployment and re-deployment of task to match skills to the available jobs.

CHAPTER FOUR: INSTITUTIONAL FRAMEWORK

The following stakeholders will support implementation of the Strategy:

County Public Service shall:

- (i) Review the strategy
- (ii) Provide guidelines on implementation of the strategy
- (iii) Monitor and Evaluate implementation of the strategy

Department responsible for County Public Service shall:

- (i) Coordinate implementation of the strategy
- (ii) Provide feedback on implementation of the strategy and guidelines

The County Governments shall:

- (i) Implement the strategy and guidelines
- (ii) Prepare and submit quarterly and annual M&E reports
- (iii) Prepare budgetary requirements for implementation

County Departments shall:

- (i) Implement the strategy and guidelines
- (ii) Prepare and submit quarterly and annual M&E reports
- (iii) Prepare budgetary requirements for implementation

The County Treasury shall:

- i) Provide funding required for the implementation of the strategy

CHAPTER FIVE: MONITORING AND EVALUATION

Monitoring the implementation of the policy is crucial as it will provide feedback on its progress, effectiveness and impact. Hence, CHRP and succession Management interventions will be monitored and evaluated regularly to ensure that the stated goals and objectives are realized within the specified timelines.

A Monitoring and Evaluation (M & E) framework will be developed to guide the M & E process.

CHAPTER SIX: CONCLUSION

In the past, succession management has not been done in an integrated manner taking cognizance of the unexpected side effects. In addition, it has been done through implementation of only some of the recommendations leaving out activities that would ordinarily reinforce each other and which as stand alone would not produce the desired results.

It is therefore critical that human resource and succession management are mainstreamed within the broader human resource management with a view to ensuring smooth progression of staff and to avoid the on-off reactive crisis interventions. This way, succession management will become a permanent feature in human resource management across the Service.

CHAPTER SEVEN: IMPLEMENTATION PLAN

This document contains succession management strategies that need to be implemented in the immediate, short term and long term periods as here under. Against these blue prints the various county departments have strategic plans that shall guide their day-to-day operations. Therefore succession management priorities will be determined by the county department's priorities as stipulated in the respective strategic plans.

The leadership in County departments must continuously monitor and collect data to whether the strategies are meeting the department's needs and evaluates succession planning outcomes based on established metrics. The implementation plan is appended below.

APPENDICES

APPENDIX 1: SUCCESSION MANAGEMENT IMPLEMENTATION ACTION PLAN

Strategic Issue 1: Human Resource Planning Strategic Objective:

To institutionalize human resource planning in the County Public Service aligned to National and organizational goals.

Strategies Activities Output Responsibility/ Actors

Time Frame

1. Development of a Human Resource Master Plan linked to the National Medium Term Plan and Expenditure Framework (MTP and MTEF) every five (5) years.

- (i) Develop and update the skills inventory;
- (ii) Identify requisite skills and competences to meet MTP;
- (iii) Identify the gaps and requisite action required to address the gaps;
- (iv) Determine and mobilize resources required; and
- (v) Establish monitoring and evaluation framework.

Human Resource Master plan

2. Development of Annual HR Plans by County Departments aligned to strategic plans with clear budgetary requirements:

- I. Workload analysis to determine optimal staffing levels;
- II. Annual reconciliation of staff establishment records;
- III. Develop and update the skills inventory;
- IV. Identify requisite skills and competences to meet strategic plan;

Annual Human Resources Plan

Strategies Activities Output Responsibility/ Actors

Time Frame

(v) Identify the gaps and requisite action required to address the gaps; and (vi) Determine and mobilize resources required.

3: Development and Adoption of Integrated County Government Human Resource Information System (CCGHRIS):

- (i) Upgrade CCGHRIS infrastructure;
- (ii) Integrate Integrated Payroll Personnel Data (IPPD) with CCGHRIS; and

- (iii) Operationalize all human resource modules.

Integrated CGHRIS

Strategic Issue 2: Staffing Gaps Strategic Objective 2:

To ensure and maintain Optimal Staffing Levels with best fit between Employees and the Jobs

Linking Recruitment to Human Resource Plan:

- (i) Identify gaps in critical positions and implement targeted programmes to address the gaps;
- (ii) Introduce competency based recruitment and selection; and
- (iii) Periodic review of secondment, attachment, benchmarking and study tours.

A Report on Human Resource gaps in critical positions (ii) Guidelines

Strategic Issue 3: Ageing Workforce

Strategic objective:

To ensure a pool of potential successors to support knowledge transfer, employee development and replacement

1: Replacement of Staff:

- i) Filling vacant positions in line with human resource plan;
- ii) Prompt promotion of Newly promoted staff, Strategies, Activities, Output and Responsibility/ Actors, Time Frame and Serving officers; and
- iii) Review the blanket freeze on recruitment and recruit at entry levels based on human resource plan.

2: Introduction of Management Trainee Programme

- (i) Design and develop a management trainee programme; and
- (ii) Recruit management trainees in line with the programme.

3: Design and Implement a young professional programme

- (i) Develop a young professional programme;
- (ii) Mainstream the young professional programme; and
- (iii) Monitor and evaluate programme.
- (iv) A young professional programme

4: Design and Implement a High Achievers Scheme

- (i) Develop modalities and criteria of identifying and recognizing public officers with extra-ordinary ability in work performance, leadership and personal qualities;
- (ii) Design appropriate tools and instruments for assessing and validating High Achievers;
- (iii) Introduce rewards and awards to recognize public servants who have designed improved ways of doing business and displayed unique talents;
- (iv) Develop a process audit mechanism and prepare audit reports.

5: Design and Implement Emeritus programme

- (i) Develop an emeritus programme;
- (ii) Mainstream the emeritus programme; and
- (iii) Monitor and evaluate the emeritus programme.

Strategic Issue 4: Career Management Strategy:

To ensure attraction and retention of qualified human resources in the County Public Service and their advancement within their career paths.

Strategy 1. Review and develop career progression guidelines / schemes of service for all cadres

- (i) Develop distinct and concise job descriptions, clear accountabilities/ responsibilities and academic, professional and competences required for appointment at each grade;
- (ii) Review and develop career progression guidelines/ schemes of service for all cadres; and
- (iii) Sensitize staff on the reviewed and newly developed career progression guidelines/ schemes of service.