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An Effective, Robust, and Strategic Succession Plan for a Primary Law Enforcement Agency in Guyana, South America

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
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Abstract

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MA, University of Guyana, 2017

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Professional Administrative Study Submitted in Partial Fulfillment

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Abstract

The client organization, Guyana's principal law enforcement agency, lacked a robust, effective, and strategic succession plan to fill vacancies for senior leadership and management. The current qualitative case study was to ascertain the appropriate strategies that could be employed for this organization, and by extension public organizations and law enforcement agencies, to have a robust, effective, and strategic succession plan. The conceptual framework was based on the succession planning model, which focused on key concepts such as strategy, knowledge management, talent management, organizational culture, leadership development, and management commitment. Data were collected from interviews, with 23 participants and a review of organizational documents. Findings from coding and thematic analysis indicated that an effective, robust, and strategic succession plan encompasses elements of strategy, knowledge management, talent management, organizational culture, leadership development, and management commitment, and was vital for public organizations and law enforcement agencies' leadership and management continuity and success. The implications for positive social change include the promotion of succession planning as an organizational culture to replace promotion policy and replacement planning in the client organization.

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Dedication

I dedicate this study to Almighty God and thank Him for granting me the health, strength, and grace to complete this study. Also, special dedication goes to my husband and children who supported and encouraged me during my academic journey.

Acknowledgments

I wish to express gratitude and special thanks to my immediate family, church brethren, and workmates who have supported me throughout my academic journey as a doctoral student. I also extend special thanks to my chair, Dr. Raj Singh; my second committee member, Dr. Karel Kurst-Swanger; and the university research reviewer, Dr. Michael Brewer for assisting me and providing guidance during my professional administrative study journey to ensure I completed the same within the required timeline.

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Section 1: Introduction to the Problem

Guyana's primary law enforcement agency came into being on July 1, 1839 (GPF Website, n.d.). This organization utilizes a promotion policy to fill the vacancies for leadership and management positions annually (GPF Standing Orders Revised, 2002). This policy is enshrined in the organization's Standing Orders Revised (2002), has proven inadequate and leaves senior positions unfilled (GPF Annual Report, 2019; GPF Situational Analysis Report, 2019). As a result, this organization has no effective, robust, and strategic succession plan. The current study addressed the need to employ an effective, robust, and strategic succession plan for the client organization, law enforcement agencies, and public organizations.

Organizational Background and Problem Statement

Guyana's principal law enforcement agency has 12 regional divisions and 32 units and sections, considered branches (GPF Annual Report, 2019; GPF Website, n.d.). The mission of this organization is to work with Guyana's citizens and communities in a professional, initiative-taking, and accountable manner (GPF Current State Report, 2019). The objects outlined in Section 3(2) of the Police Act, Chapter 16:01, include maintenance of law and order, maintenance of peace, suppression of internal disorders, security of property, prosecution of criminal elements, deterrence and identification of crime, execution of all laws and regulations, and performing military duties within Guyana under the authority of the Minister of Home Affairs.

According to the GPF Annual Report (2019), services offered by the organization throughout 2019 included (a) passport applications (81,305), (b) firearms applications

(452), and (c) police clearance applications (46,207). Crime data for the year 2019 as outlined in the GPF Crime Report (2019) showed that there were (7,272) persons charged, (9,358) cases pending, (3,727) persons warned, (19,165) persons convicted, and (60,907) reports made. Additionally, the traffic data outlined (109) fatal accidents, (276) serious accidents, and (394) damaged accidents (GPF Traffic Report, 2019).

The client organization has a strategic management plan (2019/2021), a strategic implementation plan (2019/2021), and a human resource management plan (2019) for modernization and reform. The key strategic priorities to advance modernization from the strategic management plan (2019/2021), strategic implementation plan (2019/2021), and national policing plan (2019) include (a) an operational focus on those crimes and other critical police work areas that cause significant distress, disruption, or damage; (b) a people focus on relevant training to equip the rank and file with the skills and competencies necessary to deliver professional services, review terms and conditions of work to increase, and retain the right staff; (c) partnerships to establish relationships with other agencies and formal bodies such as Ministries; (d) performance to focus on measuring performance, inspecting activities, evaluating outcomes, and monitoring at intervals; and (e) infrastructure to have the right equipment, technology, and support services relevant to the country's environment and circumstances.

The client organization needs to move to a more wide-ranging and best-practice method for succession planning. Moreover, according to the client organization's human resource management plan and performance assessment framework (2019), the GPF Situational Analysis Report (2019), and the GPF Annual Report (2019), leadership and

management positions were left unfilled due to the inadequacy of the promotion process. Further, the client organization promotion policy does not encapsulate factors such as knowledge management, leadership development, talent management, objective selection process, management commitment, and strategy (Al Suwaidi et al., 2020; Bozer et al., 2015; Mercadal, 2019; Rani & Srivastava, 2016).

The client organization under study has no strategic succession plan for leadership continuity (GPF Situational Analysis, 2019; GPF Strategic Management Plan, 2019/2021). This organization selects senior ranks to fill leadership and management positions through a promotion process (GPF Standing Orders Revised, 2002). According to the GPF Annual Report (2019), the promotions made to fill senior position vacancies for 2019 included assistant commissioners (three), senior superintendents (nine), and superintendents (12). Moreover, the promotions that occurred in 2019 were inadequate to fill vacancies for nine senior positions at the regional divisions and twenty-five senior positions at the headquarters departments (GPF Annual Report, 2019; GPF Situational Analysis Report, 2019). According to the GPF Standing Orders Revised (2002), the promotion process entails (a) recommendation of ranks, (b) shortlisting based on seniority, (c) submission to the Police Service Commission for senior-level appointments, and (d) Police Service Commission review to appoint the best candidates to senior levels.

An intentional and methodical endeavor by law enforcement agencies and public organizations to ensure leadership continuity for critical positions has become significant and vital (see Cocklin & Wilkinson, 2011; LeCouvie & Pendergast, 2014). Retaining and developing knowledge capital as well as encouraging individual advancement with both

law enforcement and public organizations are pivotal for their lasting organizational improvement and continuity (see M. Chen & Tsai, 2020; Kianto et al., 2017). Further, a robust, effective, and strategic succession plan mitigates the risk of sudden leadership changes and loss of organizational memory through retirement, termination, or death within law enforcement and public organizations (Harrell, 2016; McKenna, 2015; Rothwell, 2015). Thus, Al Suwaidi et al. (2020), Geys et al. (2020), Jarrell & Pewitt (2007), and Bevan (2006) suggested that a succession plan would ensure the replenishment of law enforcement agencies and public organizations' human resources at all levels; the identification, assessment, and development of employee knowledge, skills, and abilities to meet the current and future staffing needs of law enforcement agencies and public organizations; and diminished nepotism and favoritism when selecting successors for key positions.

Purpose

The purpose of this qualitative professional administrative study was to discover strategies and approaches for the employment of an effective, robust, and strategic succession plan for the client organization. The study included face-to-face semi structured interviews to gather data about the client organization's problem, culture, identity, and purpose along with viewpoints on how to ensure leadership continuity strategically and effectively through succession planning (Katz et al., 2016). The results of this study would assist the client organization, law enforcement agencies, and public organizations in adopting a robust, effective, and strategic succession plan for leadership continuity and organizational improvement (see Al Suwaidi et al., 2020; Bozer et al.,

2015; Cocklin & Wilkinson, 2011; Geys et al., 2020; LeCouvie & Pendergast, 2014; Mercadal, 2019; Rani & Srivastava, 2016). The practice-focused research question for this study was: How can a primary law enforcement agency employ an effective, robust, and strategic succession plan for leadership continuity?

Summary of Data Sources and Analysis

I designed this qualitative professional administrative study to explore concerns, issues, strategies, policies, and practices regarding succession planning as a best practice for public organizations and law enforcement agencies, especially the client organization (see Babbie, 2017; Burkholder et al., 2016; Grossoehme, 2014; Walden University Center for Research Quality, n.d.-c). In-depth interviews with senior management, middle management, department heads, and employees, along with a review of existing literature on succession planning comprised the sources of data (see Babbie, 2017; Burkholder et al., 2016; Hughes et al., 2020; Laureate Education, 2015, 2017). The use of NVivo qualitative analysis software ensured rigor during data analysis (see Aiyahmady & Saleh, 2013; Paulus et al., 2014; Watkins, 2017; Woods et al., 2016). A deliverable reflected the perspectives of the participants. This took the form of a robust, effective, and strategic succession plan, including a strategic framework, an implementation and sustainability plan, and a monitoring and evaluation plan for the client organization and, by extension, law enforcement agencies and public organizations.

Definitions

Knowledge management: The practice of defining, identifying, organizing, structuring, creating, sharing, transferring, storing, and controlling the knowledge,

experience, and information of an organization (see Al-Husseini et al., 2015; Byukusenge & Munene, 2017; Choa & Korte, 2014; Kaur, 2015; Mills & Smith, 2014; Sausanty et al., 2016; Xue, 2017).

Leadership development: The process of enhancing employees' ability to function in leadership and management positions within organizations (see Chapple, 2022; S. W. Davenport, 2012; Eskierka, 2011; Hanson, 2013; Jantti, 2012; Parks, 2018; Timms, 2016; Theus, 2019).

Management commitment: Any degree of focused action, choice, or strategy made or adopted by upper management to guarantee leadership continuity within an organization (see Colwell & Joshi, 2013; Dong, 2008; Dong et al., 2009; Evert et al., 2018; Sperber, 2017; G. Wang et al., 2016).

Organizational culture: The collection of beliefs, values, and methods of interaction that create the environment of organizations (see Cura, 2018; Eaton & Kilby, 2015; Hacker; 2015; Heris, 2014; Jofreh & Masoumi; 2013; Leithy, 2017; Nipour, 2017; Pathiranage et al., 2020; Polychroniou & Trivellas, 2018; Rashid & Shah, 2016; Uddin et al., 2013).

Strategy: A set of decisions made by a public, private, or law enforcement organization about how to distribute resources for the achievement of objectives (see Bukhari, 2019; McGee et al., 2005; Tarzijan, 2018; Whittington, 2011).

Succession planning: The process of finding and training suitable and competent employees who can occupy leadership and management roles within an organization when these positions become vacant for varying reasons. (see Ali & Mehreen, 2019;

Bano et al., 2022; Brooks, 2014; Hall-Ellis, 2015; Jantti, 2012; McKenna, 2015; Rothwell, 2015, 2016; Siambi, 2022).

Talent management: The process of finding, hiring, training, and keeping workers who have the aptitude and drive to excel and advance the objectives of an organization (see Alferaih, 2018; Kravariti & Johnston, 2019; Swailes et al., 2014; Thunnissen et al., 2013; Thunnissen & Buttiens, 2017; van den Brink & Fruytier, 2013; Vladescu, 2012).

Significance

Research on succession planning for law enforcement agencies and public organizations exists, but contributions to the body of knowledge from the client organization's perspective are lacking. Therefore, this study's aim was to explore a robust, effective, and strategic succession plan for the client organization that would have significance for other law enforcement agencies and the field of public administration in general. This study may promote positive social change by introducing succession planning as an organizational practice to influence and shape the culture of the client organization from a promotion policy to robust, effective, and strategic succession planning (see Allan et al., 2015; Beever, 2008; Bjorkmen, 2013; LaForest & Kubica, 2010).

To achieve this broad aim of changing the client organizational culture from a promotion process to succession planning for the selection of leaders and managers for senior positions, six comprehensive and practical elements became the focus. One element was a strategy for detecting leadership readiness status, evaluating risks, identifying high-potential employees, developing mentoring programs, and designing

individual development plans (see Al Suwaidi et al., 2020). Another element was knowledge management, including sharing and transfer, and knowledge retention (see Al Suwaidi et al., 2020; Rayburn et al., 2016). A third element was talent management, which involves developing and maintaining a pool of high-potential individuals to meet anticipated needs over the long term (see Al Suwaidi et al., 2020; Mercadal, 2019). A fourth element was culture, which includes the practices, availability of career advancement options for transition, structure, and organization values (see Al Suwaidi et al., 2020; Bozer et al., 2015; Rani & Srivastava, 2016). A fifth element was leadership development, comprising employees' profiles, leadership competence, and leadership growth (see Mercadal, 2019; Rani & Srivastava, 2016). The final element was management commitment: creating room for new leadership, managing, and monitoring transitions, evaluating the process, and supporting the process (see Al Suwaidi et al., 2020; Bozer et al., 2015).

Succession planning is crucial for the achievement of organizational mission, goals, and objectives (see A. T. Church et al., 2015; Beever, 2008; Bjorkmen, 2013; LaForest & Kubica, 2010; Shah, 2011). Public organizations and law enforcement agencies encounter problems related to moving from replacement planning to the succession planning approach and experience challenges related to filling vacancies for leadership and management positions (see Flynn, 2006; Gothard & Austin, 2013). Glamuzina (2015), Charan et al. (2012), Hor et al. (2010), Carriere et al. (2009), Boyatzis (2008), Culp et al. (2007), Murray (2007), Gangani et al. (2006), Jokinen (2005), Westera (2001), and Shippmann et al. (2000) indicated that succession planning requires more

than an organization chart that indicates who holds what position within the organization. Further, several authors pointed out that it is imperative to recognize the importance of succession planning in shaping successful organizations (see Allen et al., 2011; Ferrin & Dirks, 2002; Gothard & Austin, 2013; Hamann, 2016; Hill, 2005; Jabeen & Isakovic, 2018; Mehrtak et al., 2017; Mirchandani & Ikerd, 2008; Mourougan, 2015; Mugo et al., 2015; Seniwoliba, 2015; Van Nguyen & Giang, 2013; Wisker & Poulis, 2015).

I sought to provide a robust, effective, and strategic succession plan for the client organization, law enforcement agencies, and public organizations. A policy document may offer a strategic framework that embodies knowledge management, talent management, leadership development, the objective selection process, organizational culture, and management commitment (see Al Suwaidi et al., 2020; Bozer et al., 2015; Mercadal, 2019; Rani & Srivastava, 2016). These focused pillars were supported by strategic objectives, measurable objectives, required resources, strategic activities, implementation costs, and personnel to lead and implement succession planning (see Abraham, 2012; Bryson, 2018; Rothwell, 2011; Simerson, 2011).

Summary

The client organization is the central crime-fighting agency in Guyana, responsible for public safety, security, and traffic management. However, one of its administrative issues is the lack of succession planning. I explored the perspectives of senior leadership and relevant documentation from the GPF to develop an approach to succession planning to foster a new organizational culture and practice. In Section (1), I began with an introduction and provided the organization background, problem

statement, purpose of the study, summary of data sources and analysis, definitions,

significance, and a summary. Section (2) includes the literature search strategy,

conceptual framework, literature review for the study, and a summary and transition to

Section (3).

Section 2: Conceptual Framework and Relevant Literature

The goal of this qualitative professional administrative study was to identify strategies and approaches for implementing an effective, robust, and strategic succession plan for the client organization. Succession planning was the conceptual framework that underpinned this research. Succession planning incorporates several elements, including strategy, talent management, knowledge management, leadership development, organizational culture, and management commitment (see Ali & Mshreen, 2019; Bano et al., 2022; Siambi, 2022; Easley, 2019; Kariuki & Ochiri, 2017; McKenna, 2015; Ogbari et al., 2015; Parks, 2018; Rothwell, 2015; Rothwell, 2016). This concept helped me to comprehend the essential elements and factors needed to have a comprehensive succession plan for public organizations and law enforcement agencies.

The literature review begins with an in-depth description of the methodology, including the sources explored and the keywords used. The chapter includes the study's conceptual framework. In addition, pertinent and current theories related to the study's goal are reviewed. A thorough explanation of succession planning is given. A transition that summarizes the issues raised and provides a link to Section (3) concludes the chapter.

Literature Review Strategy

I explored several databases, including JSTOR, ESBCO, Google Scholar, Emerald Insights, Sage Publications, Research Gate, and Dissertations and Theses at Walden University. *Succession planning*, *strategy*, *talent management*, *knowledge management*, *leadership development*, *organizational culture*, and *management*

commitment were among the keywords used in the searches. Searching for these terms separately and in combination across the various databases enabled the identification of pertinent sources. I examined each source for its significance and content. The sources included in the study were those deemed pertinent. To guarantee the most recent information, I ensured that 85% of the scholarly works, journal articles, and published research used in this literature review had publication dates between 1978 and 2023.

Conceptual Framework

The conceptual framework that formed the basis for the study was succession planning. According to several scholars and practitioners, succession planning provides public administrators with a framework or strategy to prevent a leadership crisis or predicament that can become imminent with public organizations and law enforcement agencies (see Easley, 2019; Parks, 2018; Ogbari et al., 2015). A review of the literature indicated that the elements of succession planning for exploration include strategy, leadership development, talent management, knowledge management, organizational culture, and management commitment.

Succession planning commences based on a prerequisite to forecast workforce requirements and analyze how many employees will be required for positions (see Easley, 2019; Jarrell & Pewitt, 2007; Kariuki & Ochiri, 2017; Ogbari et al., 2015; Parks, 2018). Succession planning involves a plan an organization employs to fill its critical leadership and management positions that is continuous, intentional, and methodical in nature for the selection of skilled successors who possess a commitment to organizational development and performance enhancement (see Easley, 2019; Parks, 2018; Jarrell &

Pewitt, 2007; Kariuki & Ochiri, 2017; Ogbari et al., 2015). Succession planning fosters employee legality and enhances an organization's strategic capabilities to manage its opportunities and threats and address strengths and weaknesses (see Easley, 2019; Parks, 2018; Jarrell & Pewitt, 2007; Kariuki & Ochiri, 2017; Ogbari et al., 2015). Rayburn et al. (2016), Rothwell et al. (2015), Seniwoliba (2015), and Simoneaux et al. (2014) suggested that succession planning is a strategic process centered on ensuring that there are suitable personnel available to fill leadership and management positions within an organization as they become vacant. A deliberate understanding of succession planning as contended by Cruickshank (2018), Friday (2019), Rothwell et al. (2015), Rothwell (2011), Rothwell (2005), and Zepeda et al. (2012) indicated that this concept outlines proactive replacement planning that embodies the identification of new individuals for vacant positions and the development of leadership competencies with emphasis on organizational change.

Similarly, Ahmad et al. (2017), Al Dari et al. (2018), Al Suwaidi et al. (2020), Asrar-ul-Haq et al. (2016), Kim et al. (2013), Nuaimi & Jabeen (2020), Paulin & Suneson (2015), Pawlowski et al. (2015), Pollack (2012), Peters-Hawkins et al. (2018) and Rayburn et al. (2016) purported that succession planning involves managing (a) knowledge and experience, (b) minimizing the turnover rate, (c) providing mentoring and support for employees, and (d) offering employee development opportunities for professional growth. Al Suwaidi et al. (2020), Argote et al. (2016), Fulmer et al. (2009), Ogbari et al. (2015), Russell et al. (2014) and Zulgurnain (2018) disagreed with the previous authors and stated that succession planning should not be about filling critical

management and leadership positions. Instead, it should be about (a) systematically finding a pool of high-potential and high-performing managers and leaders (b) finding out an organization's current and future needs and skills. The authors further stated that succession plans should align with organizational mission, aims, objectives, vision, policies, and culture (see Al Suwaidi et al., 2020; Friday, 2019; Fulmer et al., 2009; Russell et al., 2014; Zulgurnain, 2018).

The factors that facilitate a robust, effective, and strategic succession plan include comprehensive and practical elements. One element is a strategy, which includes (a) detecting leadership readiness status; (b) evaluating the risks; (c) identifying high-potential employees; (d) developing mentoring and benchmarking programs; (e) writing an organization-wide statement of purpose and policy; (f) developing human resource planning; and (g) designing strategic individual training and development plans (see Al Suwaidi et al., 2020; Barret & Onorato, 2021; Fulmer et al., 2009; Kariuki & Ochiri, 2017; Zulgurnain, 2018). Another element is knowledge management including (a) knowledge sharing and transfer; (b) knowledge diffusion; (c) knowledge similarity; (d) knowledge worker fitness; (e) linking knowledge with performance and knowledge creation, and (f) knowledge retention (see Al Dari et al., 2018; Al Suwaidi et al., 2020; Asrar-ul-Haq et al. 2016; Boudreau et al., 2016; Campion et al., 2011; Caza et al., 2018; Grover & Furnham, 2016; Guthrie, 2021; Kim et al., 2013; Lane et al., 2021; Leahey et al., 2017; Nuaimi & Jabeen, 2020; Rayburn et al., 2016; Paulin & Suneson, 2015; Pawlowski et al., 2015; Pollack, 2012).

A third element is talent management, which involves attracting, developing, managing, and retaining a pool of high-potential individuals to meet anticipated needs over the long term within organizations as well as measuring talent accurately (see Al Suwaidi et al., 2020; Ariss et al., 2014; Barriere et al., 2018; Ganaie & Haque, 2017; Kim et al., 2014; Mercadal, 2019; Nijis et al., 2014; Sareen & Mishra, 2016). A fourth element is an organizational culture, which includes (a) organizational expectations, experiences, philosophy, image, inner workings, internal and external interactions; (b) behavior and attitude of management and workers; (c) practices, ethics, beliefs and norms; (d) availability of career advancement options for transition, structure, and values (see Al Suwaidi et al., 2020; Bozer et al., 2015; Ellinas et al., 2017; Gochhavat et al., 2017; Gothard & Austin, 2013; Jabeen & Isakovic, 2018; Joseph & Kibera, 2019; Kumar, 2016; Rani & Srivastava, 2016). A fifth element is a leadership development comprising employees' profiles, evaluation, leadership competence, training, and growth coupled with learning through experience and followership (see Aldulaimi, 2017; Boyatzis, 2008; Chang et al., 2015; Charan et al., 2010; Culp et al., 2007; Gangani et al., 2006; Glamuzina, 2015; Jokinen, 2005; Mercadal, 2019; Northouse, 2019; Poulsen, 2013; Rani & Srivastava, 2016; Shippmann et al., 2000; Westera, 2001). Finally, management commitment creates room for new leadership, manages and monitors transitions, and evaluates and supports the process in an encouraging environment (see Al Suwaidi et al., 2020; Bozer et al., 2015; Ciampa, 2016; Gothard & Austin, 2013; Oduwusi, 2018).

Literature Review for the Study

Succession Planning and Its Importance

Akinde (2021) and S. W. Davenport (2012) found that succession planning focuses on employee development and retention. The researchers further posited that succession planning should include all levels of the organization. Similarly, Ponti (2013) purported that leaders who implement succession planning prepare future leaders to have smooth transitions whenever turnover occurs. Chapple (2022), Das (2020), Kunath (2022), Marbury (2012) and Parks (2018) discovered that succession planning is an essential component to minimizing disruption within organizations by developing best practices that can identify and develop new leaders who succeed old leaders who may exit the organization due to voluntary separation, retirement, or death. The authors also indicated that key succession planning strategies include implementing (a) a mentorship program to develop employees' skill sets and (b) establishing an integrated approach containing knowledge management, leadership development, and retention. In a different way, Dawson (2020) and Theus (2019) pointed out that leaders need to focus on being committed to the development of future talents, succession, and sustainability of the organization's human capital.

Succession Planning Model

A succession planning model, as described by Bano (2017), Bukhari (2019), Jones et al. (2017), McGee et al. (2005), Okwakpam (2019), Payne et al. (2018), Perrenoud & Sullivan (2017), Peters-Hawkins et al. (2018), Tarzijan (2018), Whittington (2011), Wiesman et al. (2016), and Wilson (2018), encompasses (a) a strategy including a

set of decisions made by a public, private, or law enforcement organization about how resources should be allocated to accomplish goals. (b) Knowledge management, which entails the process of defining, identifying, organizing, structuring, producing, sharing, transferring, storing, and managing an organization's knowledge, experience, and information (see Al-Husseini et al., 2015; Byukusenge & Munene, 2017; Choa & Korte, 2014; Kaur, 2015; Mills & Smith, 2014; Sausanty et al., 2016; Xue, 2017). (c) Finding, hiring, developing, and retaining employees with the aptitude and motivation to succeed and further an organization's goals, comprise talent management (see Alferaih, 2018; Kravariti & Johnston, 2019; Swailes et al., 2014; Thunnissen et al., 2013; Thunnissen & Buttiens, 2017; van den Brink & Fruytier, 2013; Vladescu, 2012). (d) Leadership development is the process of improving a person's capacity to perform in management and leadership roles within a company (see Chapple, 2022; Eskierka, 2011; Hanson, 2013; Jantti, 2012; Parks, 2018; S. W. Davenport, 2012; Theus, 2019; Timms, 2016). (f) Organizational culture is the assemblage of attitudes, ideals, and communication patterns that shape an organization's surroundings (see Abbas & Saad, 2018; Cura, 2018; Eaton & Kilby, 2015; Hacker; 2015; Heris, 2014; Jofreh & Masoumi, 2013; Leithy, 2017; Nipour, 2017; Pathiranage et al., 2020; Polychroniou & Trivellas, 2018; Rashid & Shah, 2016; Schein, 2010; Uddin et al., 2013). (g) Any level of focused action, decision, or strategy made or adopted by top management to ensure leadership continuity within a company is known as management commitment (see Colwell & Joshi, 2013; Dong, 2008; Dong et al., 2009; Evert et al., 2018; Sperber, 2017; G. Wang et al., 2016).

Succession Planning Strategy

Succession planning is a critical process that involves identifying and developing future leaders within an organization (see Calareso, 2013; Kane & Barbaro, 2016; Marks, 2013; Potts, 2016; Ritchie, 2020; Russell & Sabina, 2014; Rivera-McCutchen, 2014; Tichy, 2014; Weisblat, 2018). Succession planning is an essential component of any organization's strategy because it ensures that the entity has a pipeline of capable and skilled individuals who can step into key leadership positions when needed (see Akinde, 2021; Byers, 2016; Creta & Gross, 2020; Parks, 2018; Theus, 2019). Some key steps to developing a succession planning strategy include:

Identify Key Positions. First, it is necessary to identify critical positions within the organization that require succession planning (see Bano et al., 2022; Jones et al., 2017; Kane & Barbaro, 2016; Russell & Sabina, 2014; Wiesman et al., 2016).

Assess Skills and Competencies. Second, it is necessary to evaluate the skills, knowledge, and competencies required for each identified position (see Al Suwaidi et al., 2020; Church & Rotolo, 2013; Farthing, 2013; Gallagher, 2017; Halls-Ellis, 2016; Jantti, 2012; Johnson et al., 2018; Martin & O'Shea, 2021).

Develop Potential Leaders. Third, it is necessary to identify potential candidates for key positions and develop their skills and competencies through training, mentoring, and coaching programs (see Goodwin & Graebe, 2017; Halls-Ellis, 2015; Page & Gerstberger, 2019; Schiuma, 2012; Turner, 2018).

Create a Succession Plan. Fourth, when a key position becomes vacant, it is necessary to develop a succession plan that outlines the steps to take (see Hanson, 2013;

Jones et al., 2017; Leskiw & Singh, 2017; Owolabi & Adeosun, 2021; Rothwell, 2011).

The plan should identify potential successors, their development needs, and timelines for

developing them (see Alferaih, 2018; Church & Rotolo, 2013; Halls-Ellis, 2015;

Kravariti & Johnston, 2019; McKenna, 2015; Mills & Smith, 2014; Rothwell, 2015;

Swailes et al., 2014).

Monitor Progress. Fifth, it is necessary to continuously monitor the progress of

potential leaders and make necessary adjustments to the succession plan based on their

performance, development, and readiness to assume leadership roles (see Clark, 2015;

Hosseini et al., 2018; Kiwia et al., 2019; Pandey & Sharma, 2014).

Evaluate the Plan. Sixth, it is necessary to evaluate the effectiveness of the

succession plan regularly to ensure that it is achieving its objectives and make changes

where necessary to improve its effectiveness (see Akinde, 2021; Ali & Mchreen, 2019;

Byers, 2016; Ibarra, 2005; Jantti, 2012; Kim, 2010; Kunath, 2022; Parks, 2018;

Perrenound & Sullivan, 2017; S.W. Davenport, 2012; Theus, 2019).

Communicate the Plan. Seventh, it is necessary to communicate the succession

plan to all stakeholders within the organization to ensure that everyone understands the

importance of the process and their role in it (see Al-Husseini et al., 2015; Byukusenge &

Munene, 2017; Choa & Korte, 2014; Mishra & Mohanty, 2022; Rothwell, 2016;

Sausanty et al., 2016).

By following these steps, organizations can develop a robust succession planning

strategy that ensures the organization has the talent it needs to succeed now and in the

future.

Knowledge Management Framework

Appelbaum et al. (2012), Byukusenge and Munene (2017), Imran et al. (2016), Karkoulian et al. (2013), McGurk & Baron (2012), Mills & Smith (2014), Schium et al. (2012), and Xue (2017) suggested that a knowledge management framework refers to a systematic approach or structure used to manage an organization's knowledge assets and leverage them for improved performance and innovation. A knowledge management framework typically involves processes, tools, and strategies to create, capture, organize, store, retrieve, and distribute knowledge throughout the organization (see Al Dari et al., 2018; Al Suwaidi et al., 2020; Asrar-ul-Haq et al., 2016; Boudreau et al., 2016; Campion et al., 201; Caza et al., 2018; Grover & Furnham, 2016; Guthrie, 2021; Jabeen, 2020; Kim et al., 2013; Lane et al., 2021; Leahey et al., 2017; Nuaimi and Rayburn et al., 2016; Paulin and Suneson, 2015; Pawlowski et al., 2015; Pollack, 2012).

Key Components of a Typical Knowledge Management Framework

Knowledge Creation. A knowledge creation framework is a systematic approach to generating, acquiring, sharing, and applying knowledge within an organization (see Choo, 1998; Nonaka, 1994; Nonaka & Toyama, 2003; Nonaka & von Krogh, 2009; Rich, 1991; von Krogh et al., 2000).

Argote (2012), Brix (2014), Easterby-Smith & Lyles (2014), Felin & Hesterly (2007), Kao et al. (2011), Lyles (2014), Nonaka (1994), Nonaka & Takeuchi (1995), Nonaka & von Krogh (2009), von Krogh et al. (2000) and von Krogh et al. (2012) purported that there are several knowledge creation frameworks, but one of the most widely recognized is Nonaka and Takeuchi's SECI model. According to Agassi (2013),

Addis (2016), Gamble (2020), Nonaka & Takeuchi (1995), Smith (2001), Warde (2010)

and Wyatt (2001), this model described four different modes of knowledge creation:

Socialization. This mode involves the sharing of tacit knowledge through face-to-

face communication and shared experiences.

Externalization. This mode involves the conversion of tacit knowledge into

explicit knowledge, such as through the creation of documents, diagrams, or models.

Combination. This mode involves combining explicit knowledge to create new

knowledge.

Internalization: This mode involves the process of learning and internalizing

new knowledge, which then becomes tacit knowledge.

Overall, a knowledge creation framework provides a structured approach for

organizations to generate new knowledge, capture and store it, disseminate it throughout

the organization, and apply it to improve processes, products, and services (Choo, 1998;

Nonaka, 1994; Nonaka & Toyama, 2003; Nonaka & von Krogh, 2009; von Krogh et al.,

2000).

Knowledge Capture. Clark et al. (2001), Gurney et al. (2014), Igbinovia &

Ikenwe (2020), Korimbocus et al. (2018), Nakata & Dzekashu & McCollum (2014), and

Zammit et al. (2018) suggested that a knowledge capture framework is a systematic

approach to capturing and organizing knowledge within an organization. The authors

further indicated that it typically involves the identification of knowledge sources, the

classification and categorization of knowledge, and the development of processes for

capturing, storing, and disseminating knowledge.

Key components of a knowledge capture framework:

Knowledge Identification. This involves identifying the sources of knowledge within an organization, such as subject matter experts, documents, and databases (see Borlound & Dreier, 2012; Cole, 2012; Li & Hale, 2015; Heliot et al., 2010; Intezari et al., 2021; Vakkari, 2016; Zhang & Soergel, 2014).

Knowledge Classification. After identifying the sources of knowledge, Lerner & Lomi (2018) and Rivest et al. (2021) emphasized the importance of classifying and organizing them to facilitate easy access and use. The authors further suggested that this might involve creating taxonomies, categories, and tags to help organize the knowledge.

Knowledge Capture Processes. Clark et al. (2001), Dzekashu & McCollum (2014), Gurney et al. (2014), Igbinovia & Ikenwe (2020), Korimbocus et al. (2018), Nakata & Benedetto (2012), and Zammit et al. (2018), opined that organizations need to develop processes for capturing and storing knowledge. The authors further point out that this might involve creating templates and forms for capturing knowledge, setting up knowledge repositories and databases, and implementing processes for reviewing and updating knowledge.

Knowledge Sharing. A key component of a knowledge capture framework is the ability to share knowledge across the organization (see Chaman et al., 2021; Dijk et al., 2016; Grimshaw et al., 2012). This might involve creating training programs, holding workshops, and using collaboration tools to facilitate knowledge sharing (see Argote, 2000; Cabrera & Cabrera, 2002; Jo & Joo, 2011).

Feil et al. (1995) and Lee & Al-Huwamdeh (2002) highlighted the importance of designing a knowledge capture framework that can adapt to the acquisition of new knowledge and the updating of existing knowledge. The authors also suggest that this might involve conducting regular reviews of the framework and implementing changes as needed.

Overall, a knowledge capture framework is designed to help organizations capture and organize knowledge in a way that makes it easy to access and use and that supports continuous learning and improvement.

Knowledge Organization. Chiva & Alegre (2005), Donate & Guadamillas (2011), Lee & Kim (2001), and Lee & Choi (2003) indicated that knowledge organization is the process of structuring and classifying information and knowledge resources in a way that makes them easier to find, access, use, and understand. These authors added that knowledge organization also involves creating schemes, taxonomies, ontologies, or other systems of classification and retrieval that help users navigate through a large volume of information and knowledge.

Ferreira et al. (2020), Golub et al. (2019), and Sayyadi (2019) outlined that the goal of knowledge organization is to make information and knowledge resources more discoverable, accessible, and usable by different users, such as researchers, students, educators, professionals, and the public. It also facilitates communication and collaboration among individuals and groups with diverse backgrounds, interests, and expertise (see Greenberg et al., 2021; Millar et al., 2016).

There are different approaches to knowledge organization, including traditional library classification systems, metadata standards, controlled vocabularies, folksonomies, semantic web technologies, and artificial intelligence techniques (see Basten & Haamann, 2018; Blacker, 1995; Greenberg et al., 2021; Millar et al., 2016). The authors indicated that each approach has its strengths and limitations, depending on the nature of the content, the users' needs and preferences, and the technological infrastructure available.

Knowledge organization is an interdisciplinary field that draws from various disciplines, such as library science, information science, computer science, linguistics, cognitive psychology, and philosophy (see Basten & Haamann, 2018; Easterby-Smith, 1997; Ferreira et al., 2020; Golub et al., 2019; Greenberg et al., 2021). The authors further opined that knowledge organization is also a dynamic field that constantly evolves in response to the changing nature of information and knowledge production, dissemination, and use.

Knowledge Storage. Coakes (2006), Bhattacharya et al. (2019), Brynjolfsson & McAfee (2017), Ferreira et al. (2020), Lavenda (2019), and Paschen et al. (2020) outlined that knowledge storage refers to the process of collecting, organizing, and storing information and knowledge for future use. There are several methods and technologies for knowledge storage, including:

Databases. Abadi et al. (2016), Figueiredo & Pereira (2017), Herrmann et al. (2018), Igbinovia & Ikenwe (2018), and Jarrahi et al. (2023 define a database as an organized collection of data that is accessible, managed, and updated. People commonly

use databases to store structured data, including customer information, financial records, and inventory data (see Bellatreche et al., 2018; Derclaye, 2005; Morzy et al., 2015; Pavlo et al., 2017; Ouared et al., 2016; Wu et al., 2017).

Document Management Systems. Abbasova (2020), Fangyu et al. (2021), and H. S. Ahmad et al. (2017) proposed the use of document management systems (DMS) for the storage and management of digital documents. The authors denote that DMS can also help organizations manage documents more efficiently, improve collaboration, and reduce storage costs.

Knowledge Management Systems. Organizations use knowledge management systems (KMS) to store and manage their knowledge (see Abdullabi et al., 2005; Alavi & Leidner, 2001; Egbu, 2003; Gallupe, 2000; Groff & Jones, 2003). KMS can include databases, document management systems, and other tools for capturing, organizing, and sharing knowledge (see Desouza, 2011; Dzunic et al., 2012; Edwards, 2011; Ghani, 2009).

Cloud Storage. Attaran & Woods (2019), Liu & Dong (2012), Masrom & Rahimli (2014), Shen & Tong (2010), Su et al. (2016), and Zhang (2019) postulated that cloud storage is a service that allows users to store and access data over the internet. The authors also asserted that cloud storage providers provide scalable storage solutions, accessible from any location with an internet connection.

File Systems. File systems store and arrange files on a computer or network, providing a classified structure for establishing files and directories (see Di & Panjwani, 2021; Gao et al., 2019; Kyoungsoo et al., 2017).

Wikis. A wiki is a website that allows multiple users to collaborate on creating and editing content (see Choa, 2007; Gonzalez-Reinhart, 2005; Lamb, 2004; Leuf & Cunningham, 2001; Mader, 2006a; Mader, 2006b; Naisha, 2006; Parker & Chao, 2008; Reinhold, 2006; Schaffert et al., 2006a; Schaffert et al., 2006b; Schwartz et al., 2004; Tonkin, 2005; West & West, 2009; Woolf, 2006). An organization can use wikis to store and share knowledge, best practices, and other information (see Gruhn & Hannebauer, 2012; Leifer, 2015; Martinsen & Miller, 2016; Neff, 2013; Parker et al., 2019; Schelly et al., 2015). The choice of knowledge storage method depends on the type of information to be stored, the size of the organization, and the intended use of the information.

Knowledge Retrieval. According to Liu et al., 2007; MacGregor et al., 1988; Minakova & Falikman, 2011; Noor et al., 2019; Yao et al., 2007, a knowledge retrieval framework refers to a set of techniques, tools, and processes used to retrieve information or knowledge from various sources. Minakova & Falikman, 2011; Noor et al., 2019; Yao et al., 2007 describe it as an approach that enhances the efficiency and accuracy of knowledge management and information retrieval.

Typical Knowledge Retrieval Framework

Information sources. This includes all the sources from which knowledge can be retrieved such as databases, documents, websites, and social media platforms (see Martin & Eklund, 2000; H. Chen, 1992; Yao, 2002).

Search techniques. This involves various techniques used to search for information, such as keyword-based search, natural language processing, and semantic search (see Castano et al., 2022; Zeng et al., 2007).

Information Extraction. This involves extracting relevant information from the sources identified through the search process (see Oertel & Amir, 2005; Zhou et al., 2005).

Data Integration. This involves integrating data from different sources and formats into a single, unified format (see H. Chen, 1992; Kankanhalli et al., 2005; White et al., 2006; Zhou et al., 2005).

Knowledge Representation. This entails arranging the extracted information into a structure that facilitates comprehension and accessibility (see Sowa, 2000; White et al., 2006; Zeng et al., 2007).

User Interface. This involves designing an interface that allows users to interact with the system and access the retrieved knowledge (see Martin & Eklund, 2000; Oertel & Amir, 2005; Yoa, 2002).

Overall, a knowledge retrieval framework provides a systematic approach to managing and retrieving information, which can help organizations make informed decisions, improve their productivity, and gain a competitive advantage.

Knowledge Sharing. A knowledge sharing framework refers to a structured approach or methodology that organizations can use to facilitate the sharing of information and knowledge among employees, teams, and departments (see Chaman et al., 2021; Dijk et al., 2016; Grimshaw et al., 2012). Here are some key components of a knowledge-sharing framework:

Culture of Collaboration. Creating a culture of collaboration is essential for knowledge sharing, and this involves encouraging employees to work together, ask questions, and share their ideas (see Acar & Al-Gharaibeh, 2019; Al-Gharaibeh, 2022; Li & Jhang-Li, 2010; Mueller et al., 2005; Ogunmokun et al., 2020; Sandhu & Ching, 2014; Zhang, 2018; Zhang et al., 2014).

Knowledge Management System. A knowledge management system (KMS) is a tool or platform that allows organizations to store, organize, and share knowledge (see Edwards, 2011; Desouza, 2011; Dzunic et al., 2012; Ghani, 2009). It can include databases, wikis, and other knowledge-sharing tools (see Abdullabi et al., 2005; Alavi & Leidner, 2001; Egbu, 2003; Gallupe, 2000; Groff & Jones, 2003).

Training and Education. Providing training and education to employees is crucial for knowledge sharing (see Dahou et al., 2019; Gumus, 2007; Hau et al., 2012; Hsu, 2006; Lam & Lambermont-Ford, 2010). This can include training on how to use the KMS and other knowledge sharing tools, as well as workshops and seminars on specific topics (see Alavi & Leidner, 2001; Hashim & Tan, 2015; Zhang & Chen, 2018).

Incentives and Recognition. Providing incentives and recognition for employees who actively participate in knowledge sharing can help encourage participation (see

Dahou et al., 2019; Hau et al., 2012; Hsu, 2006; Gumus, 2007; Lam & Lambermont-

Ford, 2010). This can include rewards, promotions, and other forms of recognition.

Feedback and Continuous Improvement. Encouraging feedback and

continuous improvement is key to maintaining an effective knowledge-sharing

framework (see Aggesstam, 2006; Bock et al., 2005; Carbrera & Carbrera, 2002; Chen &

Hung, 2010; Chuanrong & Deming, 2009; Guo & Sheffield, 2006; Hung et al., 2011;

Wang et al., 2014; Wolfe & Loraas, 2008; Zhang & Cheng, 2018; Zhang et al., 2010).

This can involve regularly reviewing the KMS and other knowledge-sharing processes to

identify areas for improvement.

By implementing a knowledge-sharing framework, organizations can promote

collaboration, increase employee engagement, and foster a culture of continuous learning

and improvement.

Knowledge Application. The Knowledge Application Framework (KAF) is a

methodology for applying scientific knowledge to real-world problems (see Jarrahi et al.,

2023; Shali et al., 2022; Ugwu & Onyancha, 2019). The National Center for Biomedical

Ontology (NCBO) and the Stanford Center for Biomedical Informatics Research (BMIR)

developed it to facilitate the translation of biomedical research into clinical practice (see

Musen et al., 2011; Whetzel et al., 2011).

Amayah (2013), Carayannis et al. (2016), Casimir et al. (2012), Ferreira et al.

(2020), Husted et al. (2012), Jeon et al. (2011), Li (2010), Lin & Lo (2015), Ranibarfard

et al. (2014), and Witherspoon et al. (2013) suggested that the KAF consists of a series of

steps that help researchers and practitioners identify relevant scientific knowledge,

evaluate its quality and relevance, and apply it to specific problems. The authors also indicated that the steps include:

Identify the Problem. Define the issue that requires resolution and pinpoint the essential stakeholders and their requirements.

Gather Relevant Knowledge. Identify the scientific knowledge that is relevant to the problem and gather it from relevant sources, such as scientific literature, databases, and expert opinions.

Evaluate the Knowledge. Evaluate the quality and relevance of the knowledge, using criteria such as validity, reliability, and applicability.

Adapt the Knowledge. Adapt the knowledge to the specific context of the problem, considering factors such as patient characteristics, clinical settings, and available resources.

Implement the Knowledge. Implement the adopted knowledge in practice, using appropriate methods such as clinical guidelines, decision support systems, or educational interventions.

Evaluate the Outcomes. Evaluate the outcomes of the implementation using appropriate measures such as clinical outcomes, patient satisfaction, or cost-effectiveness.

By adhering to the KAF, researchers and practitioners can guarantee the systematic and rigorous application of scientific knowledge, as well as the evaluation and optimization of its outcomes within the specific context of the problem.

Knowledge Update. Researchers Merlo, 2017; Moher et al., 2015; Obrenovic et al., 2015; Sanzogni et al., 2017; Swan & Scarbrough, 2019; Wu & Hu, 2018 have

designed the Knowledge Update Framework (KUF) as a system to facilitate continuous learning and adaptation of knowledge-based systems. It allows for the dynamic updating of knowledge-based systems based on new data, feedback, and domain expertise.

Manesh et al. (2020), Gao (2021), Goncharova & Murach (2020), Gum et al. (2021), Lei & Wang (2020), Morais et al. (2022), Safarnezhad et al. (2021), and Stanciu et al. (2021) pointed out that the KUF consists of three primary components:

Knowledge Base: The knowledge base stores the existing knowledge and contains the rules, algorithms, and other knowledge structures used to make decisions or provide insights.

Update Mechanism: The update mechanism is responsible for incorporating new knowledge into the knowledge base.

Validation Mechanism: The validation mechanism is responsible for ensuring that the updates made to the knowledge base are accurate and consistent with existing knowledge.

Overall, the KUF provides a framework for knowledge-based systems to adapt and evolve, ensuring that they remain accurate and effective in their respective domains.

Knowledge Culture. The knowledge culture framework refers to a set of principles, practices, and values that an organization or community follows to promote knowledge sharing, collaboration, and innovation (see Gaur & Gupta, 2021; Hauschild, 2001; Ischi & Rath, 2019; King, 2008; Knorr-Cetina, 2007; Oliver & Kandadi, 2006; Rai, 2011; Wellton & Laippelto, 2021). It includes a range of activities and initiatives

designed to foster a culture of learning and knowledge creation within an organization or community.

Gaur & Gupta (2021), Hauschild (2001), Ischi & Rath (2019), King (2008), Knorr-Cetina (2007), Oliver & Kandadi (2006), Rai (2011), and Wellton & Laippelto (2021) pointed out that some key elements of a knowledge culture framework include:

Leadership Support. Leaders must actively support knowledge sharing and encourage their teams to collaborate and exchange ideas.

Clear Communication. Effective communication channels are essential to ensuring that knowledge is shared efficiently across the organization or community.

Continuous Learning. We must cultivate a culture of continuous learning to motivate individuals to pursue new knowledge and skills.

Knowledge Management Systems. To capture, organize, and share information, we must implement effective knowledge management systems.

Collaboration. We must encourage teams to work together, share knowledge, and collaborate on projects.

Innovation. We must foster an innovative culture that encourages individuals to experiment with new ideas and approaches.

Recognition and Reward. We must recognize and reward individuals and teams for their contributions to knowledge sharing, collaboration, and innovation.

The knowledge culture framework, in its entirety, aims to foster a culture that values and shares knowledge, while also encouraging individuals to continuously learn and innovate.

Performance Measurement. This involves establishing metrics and indicators to evaluate the effectiveness of the knowledge management framework and its impact on organizational performance (see Biron et al., 2011; Brown et al., 2018; Buchner, 2007; Haines & St-Onge, 2012). The authors further stated that performance measurement may involve monitoring key performance indicators (KPIs), conducting surveys, or other measurement methods to assess the value and impact of knowledge management efforts.

Finally, a well-designed knowledge management framework can help organizations leverage their intellectual capital, enhance innovation, and improve decision-making.

Talent Management Framework

Talent management refers to the strategic and systematic process of identifying, attracting, developing, and retaining top talent within an organization (see Al Ariss et al., 2014; Bhalla et al., 2018; Boselie & Thunnissen, 2017; Cappelli & Keller, 2014; Cascio & Boudreau, 2016; Claus, 2019; Collings & Mellahi, 2009; Gallardo-Gallardo et al., 2020; Okoro & Iheanacho, 2020). It encompasses a wide range of activities that are aimed at ensuring that an organization has the right people with the right skills, abilities, and potential to meet its current and future business needs (see Collings et al., 2015; Collings et al., 2019; Cooke et al., 2014; D'Annunzio-Green, 2008; Dries, 2013a; Dries, 2013b; Gallardo-Gallardo et al., 2015; Garrow & Hirsh, 2008; Iles et al., 2010; Jones et al., 2012; Khilji et al., 2015; Khilji & Schuler, 2017; King, 2015).

Talent management typically involves the following key components:

Talent Acquisition. Talent acquisition refers to the process of identifying and attracting skilled and qualified candidates to fill job vacancies within an organization (see Bhatnagar & Srivastava, 2008; Catteeuw et al., 2007; Hughes & Rog, 2008; Johnson et al., 2021; Ringo et al., 2008; Shikha, 2012; Srivastava & Bhatnagar, 2009). A talent acquisition model is a framework that outlines the steps involved in the recruitment process.

Garg & Rani (2014), Garvan et al. (2012), Gelens et al. (2014), Heckman (2006), Hedayah & Li (2016), Mensah (2018), Muriithi & Makau (2017), Narayanan et al. (2018), Pandita & Ray (2018), Schuler et al. (2014), Thunnissen & Gallardo-Gallardo (2017), Ulrich & Vaiman et al. (2017), and Vaiman et al. (2018), outlined some common components of a talent acquisition model:

Job Analysis. This involves analyzing the job requirements, duties, responsibilities, and qualifications needed to fill the vacant position.

Sourcing. This involves identifying potential candidates through various channels, such as online job boards, social media, employee referrals, and recruitment agencies.

Screening. This involves reviewing resumes, conducting pre-screening interviews, and assessing the qualifications and skills of the candidates to determine if they are a good fit for the job.

Selection. This involves selecting the best candidate based on a range of factors, such as qualifications, experience, skills, and cultural fit.

Onboarding. This involves orienting and integrating the new employee into the organization, providing them with the necessary training and resources to succeed in their new role.

Overall, a successful talent acquisition model should be designed to attract and retain top talent while also ensuring that the recruitment process is efficient, effective, and aligned with the organization's overall goals and objectives.

Talent Development. A talent development framework is a structured approach to identifying, attracting, developing, and retaining the best talent within an organization (see Kontoghiorghes, 2016; Krishnan & Scullion, 2017; McDonnell et al., 2017; Paisey & Paisey, 2016; Sparrow, 2019; Sparrow et al., 2014; Sparrow & Makram, 2015; Silzer & Dowell, 2010; Schuler, 2010; Schuler, 2015; Tarique & Thunnisen et al., 2013; Thunnissen, 2016). Chew (2005), Gallardo-Gallardo et al. (2020), Garg & Rani (2014), and Van den Brink et al. (2013) indicated that it involves the integration of various HR strategies and practices to create a comprehensive program that focuses on developing the skills, knowledge, and abilities of employees.

Gelens et al. (2014), Pandita & Ray (2018), Sonnenberg et al. (2014), and Vaiman et al. (2018) explained that a talent development framework typically includes the following components:

Talent Identification. Identifying potential talent within the organization and creating a talent pool.

Competency Assessment. Conducting assessments to determine the skills and competencies required for each role in the organization.

Career Development. Creating career paths and providing employees with opportunities to acquire new skills and knowledge.

Training and Development. Providing training programs and development initiatives to help employees enhance their skills.

Performance Management. Implementing performance management processes to evaluate employee performance and provide feedback.

Succession Planning. Plan by identifying potential successors for key positions within the organization.

Employee Engagement. Creating a culture of engagement to increase employee motivation, satisfaction, and retention.

Overall, a talent development framework provides a strategic approach to identifying, developing, and retaining top talent within an organization, thereby contributing to its long-term success.

Talent Analytics

Talent analytics is the process of using data and analytics to make informed decisions about human resources and talent management (see Angrave et al., 2016; Chartered Institute of Personnel and Development, 2013; Davenport et al., 2010; Fitz-Enz & Mattox, 2014; Kamp, 2017; King, 2016; Levenson, 2011). The authors also stated that a talent analytics framework is a systematic approach to collecting, analyzing, and using data to improve talent acquisition, development, and retention.

Canlas (2015), Douthitt & Scott (2016), Falletta (2014), Fink et al. (2017), Harris et al. (2011), Levenson (2015), Levenson & Fink (2017), Marler & Boudreau (2017),

Nocker & Sena (2019), and Pease et al. (2012) indicated that the steps involved in a typical talent analytics framework include:

Define Goals. Start by understanding the organization's goals and the talent required to achieve them.

Collect Data. Gather data from various sources, including HRIS (Human Resource Information System), performance reviews, employee surveys, and external market data.

Cleanse and Transform Data. We should cleanse, standardize, and transform data into a format suitable for analysis.

Analyze Data. Use statistical analysis and data visualization techniques to identify patterns and trends in the data.

Interpret Insights. Interpret the insights obtained from the data analysis to identify key drivers of talent outcomes and make informed decisions about talent management.

Communicate Insights. Communicate the insights obtained from the data analysis to stakeholders and decision-makers to inform talent management strategies.

Monitor Progress. Regularly monitor progress against the KPIs and adjust talent management strategies as necessary.

By following these steps, organizations can use talent analytics to make data-driven decisions and improve talent management practices.

Finally, effective talent management is essential for organizations to attract, develop, and retain top talent and to ensure that they have the right workforce to achieve their strategic objectives.

Leadership Development Framework

Andersson & Tengblad (2016), Allen (2007), Alvesson & Spicer (2012), Alvesson & Spicer (2014), Berger (2011), Carroll (2010), Carroll & Levy (2010), Collinson & Tourish (2015), and Day & Dragon (2015) posited that leadership development refers to the process of enhancing and improving the skills, knowledge, and abilities of individuals to become effective leaders. The authors added that it further involves various strategies, programs, and activities aimed at developing leadership qualities, competencies, and behaviors to enable individuals to lead teams, organizations, or communities successfully.

Leadership development typically includes a combination of formal training, experiential learning, mentoring, coaching, and self-assessment (see Day et al., 2014; Gagnon & Collinson, 2014; Komives et al., 2006; Loew & O' Leonard, 2012; Lord & Hall, 2005; Ruderman et al., 2014; Yukl, 2009; Ziskin, 2015). The authors opined that it focuses on developing a wide range of leadership skills, including communication, decision-making, strategic thinking, team building, conflict resolution, emotional intelligence, and adaptability. We can apply leadership development in various settings, including business, government, non-profit organizations, education, and community leadership.

Ardichvili & Manderscheid (2016), Hanson (2013), Hollon (2013), Kiellstrom et al. (2020), Mabey (2013), Pinnington (2011), and Probert & Turnball (2011) purported that effective leadership development programs typically have clear objectives, are tailored to the needs and goals of individuals or organizations, and are aligned with the organization's vision, values, and strategic direction. The authors stated that these programs may involve workshops, seminars, leadership assessments, role-playing exercises, case studies, simulations, and other interactive methods to provide opportunities for leaders to practice and apply their skills in real-world situations.

Leadership development is crucial for organizations as it helps build a pipeline of skilled leaders who can effectively guide and inspire others, drive innovation, navigate complex challenges, and achieve strategic objectives (see Andersson & Tengblad, 2016; Carroll, 2019; Day & Dragoni, 2015; Edwards & Turnball, 2013; Loew & O'Leonard, 2012; McCauley et al., 2010; Yukl, 2009; Ziskin, 2015). These authors explained that it also contributes to employee engagement, retention, and organizational success. Leadership development is an ongoing process that requires continuous learning, feedback, and self-reflection to adapt to changing environments and evolving leadership demands.

Leadership development models are frameworks or approaches that organizations or individuals use to enhance leadership skills and capabilities. Different experts and organizations have proposed and practiced various leadership development models. Some commonly recognized leadership development models are:

Situational Leadership Model

Paul Hersey and Ken Blanchard developed the Situational Leadership Model as a leadership theory in the late 1960s (see Hersey & Blanchard, 1969, 1977). It is a model that suggests that there is no one "best" leadership style, but instead, effective leadership is based on the leader's ability to adjust their style to the maturity or readiness level of the individual or group being led (see Chin & Trimble, 2015; Crosby, 2021; Farmer, 2012; Parse, 2018; Thompson & Vecchino, 2009).

Chin & Trimble (2015), Crosby (2021), Ghazzawik et al. (2017), Norris & Vecchio (1992), Parse (2018), Thompson & Vecchino (2009), Yohisoka (2009), and Vinberg & Larson (2010) indicated The Situational Leadership Model proposes that there are four basic leadership styles:

Directing. When the followers lack experience or are unfamiliar with the task, this style works best. The leader provides specific guidance and closely supervises the followers.

Coaching. This style works best when the followers have some experience but still require guidance and support. The leader provides both direction and support to the followers.

Supporting. This approach works best when the followers possess competence but lack confidence. The leader provides encouragement and support to the followers.

Delegating. When the followers are highly competent and motivated, this style works best. The leader provides minimal guidance and allows the followers to take responsibility for their work.

The Situational Leadership Model suggests that effective leadership is not about using one style but rather about being flexible and adapting to the needs of the situation and its followers.

Transformational Leadership Model

James MacGregor Burns developed the Transformational Leadership Model, which Bernard Bass expanded upon (see Avolio & Bass, 1986; Burns, 1978). This model focused on inspiring and motivating followers to achieve their full potential and exceed expectations (see Antonakis & House, 2002; Ghadi et al., 2013; Judge & Piccolo, 2004; Kovjanic et al., 2013; Lai et al., 2020; Liaw et al., 2010). Transformational leaders are charismatic, visionary, and encourage creativity and innovation (see Chun et al., 2016; Chua & Ayoko, 2019; Nohe & Hertel, 2017). The authors added that these types of leaders also build strong relationships with their followers and foster a positive organizational culture. According to Akhtar (2014), Bushra et al. (2011), Deng et al. (2022), Diaz-Saenz (2011), Dust et al. (2014), Ellen (2016), Erkutlu (2008), Hannah (2016), Hussain et al. (2021), Li et al. (2019), and Wang et al. (2011), the transformational leadership model had four key components:

Idealized Influence. This component involves the leader serving as a role model for their followers, displaying high ethical and moral standards, and inspiring their followers to emulate these qualities.

Inspirational Motivation. This component involves the leader inspiring and motivating their followers to work towards a shared vision, using effective

communication skills to convey a compelling vision of the future that resonates with their followers.

Intellectual Stimulation. This component involves the leader encouraging their followers to be creative and think outside the box by encouraging them to challenge assumptions and develop innovative solutions to problems.

Individualized Consideration. This component involves the leader showing individual attention and consideration to each follower by recognizing each follower's unique strengths and weaknesses and providing personalized support to help them grow and develop.

The Transformational Leadership Model suggests that effective leadership is about inspiring and motivating followers to achieve their full potential and work towards a shared vision.

Servant Leadership Model

Servant leadership is a leadership model that emphasizes the leader's role as a servant to their followers, prioritizing the needs of others before their own (see Carter & Baghurst, 2014; Chan & Mak, 2014; Hess, 2013; Hunter et al., 2013; Liu, 2019; Mahembe & Engelbrecht, 2014; Miao et al., 2014; Parris & Peachey, 2013; Rezaei et al., 2012; Peterson et al., 2012; Sendiaya & Pekerti, 2010; van Dierendonck, 2011; van Dierendonck et al., 2014). Robert Greenleaf first introduced this leadership approach in 1970, and many organizations and leaders have since adopted it (Bradley, 1999; Greenleaf, 1969; Greenleaf, 1977).

According to Langhof & Giildenberg (2019), Neubert et al. (2016), Newman et al. (2017), Politis & Politis (2017), Ragnarsson et al. (2018), Sendiaya et al. (2019), Schwarz et al. (2016), van Dierendonck et al. (2017), and Zhao et al. (2016), for the servant leadership model, the leader's main goal is to serve their followers and help them to grow and develop as individuals. The authors further stated that the leader focuses on listening to their followers, understanding their needs, and providing them with the necessary support and resources to help them achieve their goals. This approach was based on the belief that by serving others, the leader can create a positive environment that fosters creativity, innovation, and collaboration.

Chiniara & Bentein (2016), Lapointe & Vandenberghe (2018), Erdurmazli (2019), Eva et al. (2019), Jaramillo et al. (2015), Linuesa-Langreo et al. (2018), Liu (2019), Lu et al. (2019), Van Dierendonck (2015), Saleem et al. (2020), and Shim et al. (2016) pointed out key characteristics of a servant leader, including:

Empathy. A leader can understand and empathize with the needs and concerns of their followers.

Listening. The leader actively listens to their followers and takes their opinions and feedback into consideration.

Awareness. The leader is aware of their strengths and weaknesses and can use this self-awareness to better serve their followers.

Persuasion. The leader uses persuasion rather than coercion to influence their followers.

Conceptualization. The leader has a clear and compelling vision for the organization and can communicate it to their followers.

Stewardship. The leader takes responsibility for the well-being of the organization and its followers.

Commitment to Growth. The leader is committed to the growth and development of their followers and provides them with the necessary support and resources to help them achieve their goals.

Overall, the servant leadership model emphasized the importance of putting others first and creating a positive and empowering environment that allows individuals to grow and thrive.

Authentic Leadership Model

The Authentic Leadership Model is a leadership approach that emphasizes the importance of being true to oneself, honest, and transparent in interactions with others (see Avolio, 2010; Eagly, 2005; Gardner et al., 2011; Liu et al., 2015; Luthan & Avolio, 2003; Neider & Schriesheim, 2011; Walumbwa et al., 2008). Bill George, the former CEO of Medtronic, developed it based on his leadership experience and his research on successful leaders (see George, 2003; George, 2007; George & Clayton, 2022; Leavy, 2023).

Agote et al. (2015), Bandura & Kavussanu (2018), Crawford et al. (2020), De Zilwa et al. (2014), Faircloth (2017), Fox-Kirk (2017), Gardner et al. (2021), Iszatt-White & Kempster (2018), Iszatt-White et al. (2018), Wilson (2014), Rego et al. (2017), and

Sengiaya et al. (2016) suggested that the model identified five key characteristics of authentic leaders:

Self-Awareness. Authentic leaders are aware of their strengths and weaknesses, values, and beliefs.

Relational Transparency. Authentic leaders are open and honest in their communication with others.

Balanced Processing: Authentic leaders are objective and fair in their decision-making.

Internalized Moral Perspective. Authentic leaders have a strong sense of ethics and integrity.

Self-Development. Authentic leaders are committed to personal growth and development.

Based on the Authentic Leadership Model, when leaders exhibit these five characteristics, they can create a positive organizational culture, build strong relationships with employees, and inspire high levels of performance and commitment.

Adaptive Leadership Model

Adaptive leadership is a leadership model developed by Ronald Heifetz and Marty Linsky that focuses on leading through change and tackling complex problems (see Ali et al., 2020; Heifetz et al., 2009; Hopkins & O'Neil, 2015; Lovett et al., 2023; McKimm et al., 2021; McKimm et al., 2023). The authors believed that the Adaptive Leadership model suggested that leaders need to adapt their leadership style to the

situation at hand and work collaboratively with others to identify and implement solutions.

According to Andenoro et al. (2017), Baker et al. (2020), Kuluski et al. (2021), Lovett et al. (2023), Morrow (2020), McKimm et al. (2021), McKimm et al. (2023), and Northouse (2019), for the Adaptive Leadership model, there are two types of problems that leaders face: technical problems and adaptive problems. Leaders can solve relatively simple technical problems using their existing knowledge, skills, and processes. Adaptive problems, on the other hand, are complex problems that require a deeper understanding of the situation and the ability to adapt to changing circumstances. Overall, the Adaptive Leadership model emphasized the importance of flexibility, collaboration, and creativity in tackling complex problems and leading through change.

360-Degree Feedback Model

360-degree feedback is a performance appraisal model that provides feedback from multiple sources, including an employee's supervisor, peers, direct reports, and sometimes customers or other stakeholders (see Alimo-Metcalfe, 1998; Antonooni, 1996; Atwater & Waldman, 1998; Bracken et al., 2001; Brutus et al., 1998; Carter et al., 2005; Chivers & Darling, 1999; Fletcher & Baldry, 1999; Jackson & Greller, 1998). The purpose of the 360-degree feedback model was to provide a comprehensive evaluation of an employee's strengths, weaknesses, and areas for improvement (see Alimo-Metcalfe, 1998; Atwater & Waldman, 1998; Bracken et al., 2001; Carter et al., 2005).

Atwater et al. (2007), Bracken et al. (2001), Carter et al. (2005), Dewing et al. (2004), and Dowling et al. (2008) indicated that the 360-degree feedback model typically

involves gathering feedback through a questionnaire or survey that asks respondents to rate the employee's performance in various areas. The authors stated that the questionnaire may ask respondents to rate the employee's communication skills, teamwork, leadership abilities, problem-solving skills, and other relevant competencies. They further added that feedback is usually anonymous, which encourages respondents to provide honest and constructive feedback.

Atwater et al. (2007), Bracken et al. (2001), Carter et al. (2005), Dewing et al. (2004), and Dowling et al. (2008) also indicated that after the feedback is collected, it is compiled and presented to the employee in a report. They also stated that a report typically summarizes the feedback from each respondent, provides an overall assessment of the employee's performance, and may also include recommendations for improvement and suggestions for development opportunities. Employees often use the 360-degree feedback model as part of a larger performance management system to enhance their performance and develop their skills.

Action Learning Model

Action Learning is a problem-solving and learning approach that involves a group of individuals who come together to tackle complex problems, reflect on their experiences, and learn from one another (see Bannan-Ritland, 2001; Conger & Toegel, 2003; Corley & Thorne, 2006; Coughlan et al., 2002; Coughlan & Coghlan, 2004; Bouden & De Laat, 2005). The Action Learning model was developed by Reg Revans, a British physicist and management consultant, in the 1940s (see Pedler, 2017; Pedler, 2021).

The Action Learning model typically involves a small group of individuals who work together to address a specific challenge or problem (see Cho & Bong, 2008; Clarke et al., 2006; Dilworth & Boshyk, 2009; Kramer, 2008; Kuhn & Marsick, 2005; Marquardt, 2004; Marquardt et al., 2009; Marquardt & Banks, 2010; Pedler et al., 2005; Rimanoczy & Turner, 2008). Each meeting of the group focuses on a specific problem or issue that requires attention (see Leonard & Marquardt, 2010; Pedler, 2017). Members of the group take turns presenting their ideas and solutions, and the group works together to critique and refine these ideas (Bannan-Ritland, 2001; Boshyk, 2002; Conger & Toegel, 2003).

One of the key features of Action Learning was that it emphasized the importance of learning through action (see Anderson & Thorpe, 2004; Bouden & De Laat, 2005; Clarke et al., 2006). Rather than relying solely on theoretical knowledge or outside expertise, Action Learning encourages individuals to act and learn from their experiences (Kramer, 2008; Marquardt et al., 2009; Marquardt & Banks, 2010).

The Action Learning model also placed a strong emphasis on reflection. Group members reflect on their learnings, strengths, and areas for improvement after each meeting. Overall, the Action Learning model is a powerful tool for promoting collaboration, problem-solving, and learning in a group setting.

It is important to note that leadership development models are not one-size-fits-all, and organizations or individuals may choose to customize or combine different models based on their specific needs, culture, and context.

Organizational Culture Framework

Organizational culture refers to the shared values, beliefs, norms, and practices that shape the behavior of individuals within an organization (see Kotler & Heskett, 1992; Schein, 2010; Cameron & Quinn, 2011; Shahzad et al., 2012; Uddin et al., 2013; Jofreh & Masoumi, 2013; Coleman, 2013; Belias & Koustelios, 2014; Raza et al., 2014). The authors further stated that organizational culture influences how employees interact with each other, make decisions, and approach their work. Having a well-defined organizational culture framework can help organizations establish a positive and healthy work environment, foster employee engagement, and achieve their strategic objectives (see Eaton & Kilby, 2015; Hartnell et al., 2011; Laforet, 2016; Rashid & Shah, 2016; Sengottuvel & Aktharsha, 2016).

Agbo & Okeoma (2020), Cura (2018), Gardner (2021), Hastwell (2020), Leithy (2017), Lochner (2020), Kerr & Slocum (2005), Lok et al. (2005), Nikpour (2017), Polychroniou & Trivellas (2018) and Schorin & Wilberding (2020), indicated some common components of an organizational culture framework:

Core Values. Core values are the fundamental beliefs that guide the behavior and actions of employees.

Mission and Vision. The mission and vision statements outline the purpose and direction of the organization.

Norms and Practices. Norms and practices are unwritten rules and behaviors that govern how employees interact with each other and perform their tasks.

Leadership Style. The leadership style adopted by the organization's leaders has a significant impact on its culture.

Employee Engagement. Employee engagement refers to the emotional connection and commitment that employees have towards their work and the organization.

Diversity and Inclusion. A culture that embraces diversity and promotes inclusion can create a more innovative and high-performing organization.

Communication. Effective communication is crucial to building a healthy organizational culture.

Performance Management. Performance management practices, such as goal setting, feedback, and recognition, should be aligned with the organization's culture and values.

Learning and Development. Organizations should invest in employee learning and development to foster a culture of growth and improvement.

Organizational Structure. The organizational structure, including reporting lines, decision-making processes, and hierarchy, can influence the culture of an organization.

It is important to note that organizational culture is dynamic and evolves. Regular assessments, feedback, and adjustments should be made to ensure that the culture remains aligned with the organization's strategic objectives and adapts to changing internal and external factors.

Management Commitment Framework

The Management Commitment Framework is a model or approach that emphasizes the importance of leadership commitment and involvement in driving organizational success (see Fink, 2010; Hinden & Tebbe, 2003; Kane & Barbaro, 2016; Kano & Lee et al., 2018; Ritchie, 2020; Yusliza et al., 2019). The authors recognized that effective leadership is a critical factor in achieving organizational goals, creating a positive work environment, and fostering employee engagement and productivity. Further, the authors believed that the framework typically includes the following elements:

Leadership Vision. Leaders need to have a clear vision for the organization, articulating the strategic direction, values, and goals.

Employee Involvement. Leaders should actively involve employees in decision-making processes and seek their input and feedback.

Resource Allocation. Leaders should allocate adequate resources, including financial, human, and technological resources, to support the achievement of organizational goals.

Performance Expectations. Leaders should establish clear performance expectations for employees, setting targets and standards that align with the organization's goals.

Communication. Leaders should establish effective communication channels to keep employees informed about the organization's direction, progress, and changes.

Accountability. Leaders should hold themselves and their teams accountable for achieving organizational goals and upholding the values and standards of the organization.

Continuous Improvement: Leaders should promote a culture of continuous improvement by encouraging innovation, learning, and adaptation to changing circumstances.

The Management Commitment Framework serves as a guide for leaders to actively demonstrate their commitment to the success of the organization and create a supportive work environment that fosters employee engagement, productivity, and continuous improvement.

An effective, robust, and strategic succession plan for public organizations and law enforcement agencies will be covered in this professional administrative study. Every organization must comprehend succession planning, its significance, and any models or frameworks that may be used. Also crucial is confirming that there is no succession planning. Engaging the managers and leaders of government organizations and law enforcement agencies offers analytical ways and tactics for creating a strategic succession plan that is solid, effective, and resilient. These individuals, who are regarded as top management, also provide unique insights into how the essential components of succession planning can be implemented and maintained for success and longevity.

Support for Research Methodology

There is a substantial body of literature about succession planning and its components in the form of scholarly works and journal articles. The literature did not,

however, highlight the best practices for public organizations and law enforcement

bodies. Instead, the literature covered each essential component of succession planning in

detail, emphasizing diverse approaches, models, and frameworks. As a result, the use of a

qualitative case study approach for this professional administrative study gives

participants the chance to discuss their perceptions during interviews about which aspects

of succession planning are applicable and which aspects are not, as well as which areas of

their organization's policies need to be updated and changed.

A qualitative Professional Administrative Study is a research method that

involves in-depth analysis and exploration of a particular individual, group, organization,

or phenomenon (see Creswell, 2014; Priya, 2021; Yin, 2004; Yin, 2009; Yin, 2014). The

authors identified that this research design typically involves collecting data from

multiple sources, such as interviews, observations, documents, and artifacts, and using a

variety of qualitative research techniques, such as thematic analysis, content analysis, and

discourse analysis, to analyze and interpret the data. They added that the purpose of a

qualitative professional administrative study is to gain a deeper understanding of the

research subject and to generate rich, detailed, and context-specific insights into its

characteristics, behaviors, experiences, and perspectives.

I respected the sensitive and complex nature of this study for public organizations

and law enforcement agencies. I conducted tactful and thoughtful interviews with study

participants to gather meaningful and relevant information in a safe and private space. I

used semi-structured interview questions to maintain consistency with study participants

(refer to Creswell & Poth, 2016; Dilley, 2000; Jacob & Furgerson, 2012; Malterud, 2001;

Turner III, 2010). I formulated the open-ended questions for the interviews based on themes and elements of succession planning, allowing study participants to express their opinions and perceptions (see Chowdhury, 2015; Creswell & Poth, 2016).

Summary

Section (2) commenced with an introduction that briefly restated the administrative problem and the purpose of the study. Thereafter, the discussion outlined the literature search strategy, the conceptual framework, the literature review for the study, and a summary and transition to Section (3), which includes an introduction, practiced-focused research question(s) and research design, roles of the researcher and client organization, methodology, procedures for recruitment, participation, and data collection, strategy for data analysis, evidence of trustworthiness, ethical procedures, a summary, and a transition to Section (4).

Section 3: Data Collection Process and Analysis

The client organization has no effective, robust, and strategic succession plan. Therefore, the purpose of this qualitative professional administrative study was to discover strategies and approaches for the implementation of an effective, robust, and strategic succession plan for the client organization. The study included face-to-face, semi-structured interviews to obtain participants' perspectives and relevant information on how to ensure leadership continuity strategically and effectively through succession planning. The results of this study may assist law enforcement agencies and public organizations in adopting a robust, effective, and strategic succession plan for leadership continuity and organizational improvement (see Al Suwaidi, 2020; Cocklin & Wilkinson, 2011; Geys, 2020; LeCouvie & Pendergast, 2014). According to Al Suwaidi et al. (2020), Mercadal (2019), Rani & Srivastava (2016), and Bozer et al. (2015), to adopt a robust, effective, and strategic succession plan, law enforcement agencies and public organizations need to employ strategy, knowledge management, leadership development, talent management, an objective selection process, organizational culture, and management commitment frameworks.

Practiced-Focused Research Question and Research Design

The practiced-focused research question for this study was: How can the client organization employ an effective, robust, and strategic succession plan? The deliverable will be disseminated through webinars, reports, case studies, and internal presentations to address this practiced-focused research question and problem faced by the client organization by educating and sensitizing administrators, leaders, mangers, supervisors,

and employees about the best practice approaches for developing and implementing an effective, robust, and strategic succession plan. This qualitative professional administrative study included the use of in-depth face-to-face interviews to answer the research question (see Babbie, 2017; Creswell, 2014). I chose this research method because it allowed me to understand the unique problems of the client organization. Moreover, this method facilitated the exploration of composite phenomena, settings, and procedures, along with understanding the viewpoints and experiences of the study participants (see Babbie, 2017; Burkholder et al., 2016; Creswell, 2014).

Role of the Researcher and the Client Organization

The client organization is responsible for public safety and security in Guyana. I have been a member of this organization for the past 15 years. Currently, I am attached to the strategic implementation unit for police reform, with responsibility for leading, controlling, managing, and coordinating the activities therein. Over the years of service, I have observed that this client organization had no documented succession plan or strategy to fill senior leadership and management positions that may become vacant. As a result, I became motivated to conduct a study to develop a strategy to mitigate this administrative issue. Although I am a member of the client organization, this current administrative issue under study does not come under my direct influence or assigned mandate.

My role as a qualitative researcher in the study was gathering, processing, and analyzing data (see Babbie, 2017; Burkholder et al., 2016; Creswell, 2014). Further, I demonstrated an impartial role to avoid bias in data collection and ensured logical and fair-minded analysis of the findings (see Christie et al., 2015; Loui, 2016). Despite

working with the potential participants and having access to the existing relevant documentation for the study, there were no direct professional relationships or availability, and none of the participants or relevant documentation came under my immediate supervision and direction. Therefore, there was no bias in data collection and analysis (see Christie et al., 2015; Loui, 2016).

I am aware that her personal views and opinions about this administrative issue under study may have affected the integrity, quality, and truthfulness of the research (see Robinson, 2014). Therefore, the study relied solely on the perspectives of the study participants and data from existing relevant documentation. The biases I possessed included the likelihood of asking questions that could have influenced the participants' answers, including only what I thought of as relevant information. To address these potential biases, I adopted the following approaches: I asked general questions first before moving on to specific or sensitive questions. I kept questions simple and avoided words that could have introduced bias. I avoided using leading questions that could have prompted the participants to respond in favor of a particular assumption. Finally, I reported all data obtained analytically and avoided including only the data I thought was relevant.

Specific roles that the client organization played in the study included providing access to archival and operational data such as annual reports, situational analysis reports, budget reports, monthly reports, police acts, standing orders, standing operating procedures, force orders, promotion orders, strategic plans, human resource management plans, national policing plans, strategic implementation plans, and performance reports

about the problem. The organization also assisted me with accessing study participants along with the necessary approvals, consent, and acceptance for the conduct of this professional administrative study.

Methodology

Data for this study were generated from a qualitative case study approach that included in-depth interviews and organizational documents (see Babbie, 2017; Burkholder et al., 2016). This approach was chosen to obtain a wealth of data to inform the study and provide a comprehensive deliverable to the client organization. Moreover, interview questions for the study were formulated based on the six main conceptual framework domains: strategy, knowledge management, talent management, leadership development, organizational culture, and management commitment. This was done with the intention of collecting data on the elements of an effective, robust, and strategic succession plan for the client organization and, by extension, to inform public organizations and law enforcement agencies. NVivo qualitative analysis software helped me ensure rigor when analyzing data (see Aiyahmady & Saleh, 2013; Paulus et al., 2014; Watkins, 2017; Woods et al., 2016).

Published and Research Outcomes

Several databases were explored for relevant data, such as (i) Journal Articles, (ii) Dissertations and Theses, (iii) Scholarly Works, (iv) Military and Government collections, (v) Sage Publications, and (vi) Public Administration Abstracts. I sourced the data from search engines like Google Scholar, EBSCO, JSTOR, and Emerald Insights to identify research pertinent to the practice problem. Key search terms and combinations of

search terms used were *succession planning*, *strategy*, *leadership development*, *talent management*, *knowledge management*, *organizational culture*, and *management commitment.* All literature related to the study by scholars, practitioners, and authors was reviewed over six months. I reviewed a wide cross-section of the literature until I obtained no new data on the elements of succession planning (see Bowen, 2008; Elo et al., 2014; Fusch & Ness, 2015; Lunnay, 2015; Nelson, 2016).

Archival and Operational Data

I reviewed and examined the following existing relevant documentation to understand the client organization's problem, organizational culture, identity, and purpose. The documents I examined included (a) annual reports, (b) situational analysis reports, (c) terms of reference, (d) monthly reports, (e) police act, (f) standing orders, (g) standing operating procedures, (h) force orders, (i) promotion orders, (j) strategic plan, (k) human resource management plan and performance assessment report, (l) national policing plan, (m) strategic implementation plan, and (n) performance report. Senior management, the research and planning department, the monitoring and evaluation unit, the finance office, policy analysts, statisticians, economists, and consultants all contributed to the generation of this documentation.

I handled the review of archival and operational data as suggested by Babbie (2017), Locke et al. (2014), and Yin (2014) through the following eight-step process: (a) gathered relevant documents; (b) developed an organization and management scheme; (c) made copies of the originals for annotation; (d) assessed the authenticity of documents; (e) explored the document's agenda and biases; (f) explored background information

(e.g., tone, style, purpose); (g) asked questions about the document (who produced it? why? when? type of data?); and (h) explored content. I cited all information from existing documentation to acknowledge the source and prevent plagiarism.

Time constraints hampered access to sufficient archival and operational data. The second limitation was the possibility that some data withheld had important information. The third and final limitation was the generalization of findings from a small sample size; it was possible that other documentation had relevant data that might have informed the study. Several delimitations further constrained the accessibility of archival and operational data. I found delimitations in the scope of this type of data. Firstly, the data was delimited to the client organization. Second, access was delimited to acts, reports, plans, force orders, standing operating procedures, terms of references, strategies, and initiatives. Third, approval and access to data were between 2002 and 2021, not before or beyond this period.

To obtain relevant organizational data, I obtained approval from the administration to approach the data manager, who is the custodian of all records, to gain access to all existing and relevant documentation related to the study. The data manager also helped in identifying pertinent study-related documentation. NVivo aided me in coding and organizing the data generated from relevant documentation into themes for analyses (see Aiyahmady & Saleh, 2013; Paulus et al., 2014; Watkins, 2017; Woods et al., 2016).

Procedures for Recruitment, Participation, and Data Collection

Participant Sample

A total of 23 participants from senior leadership, middle managers, department heads, and supervisors of the client organization indicated a willingness to participate in the study. I non-randomly selected the participants from a convenience and purposeful sample population (see Babbie, 2017; Burkholder et al., 2016). I recruited participants willing to participate in the study using the convenience sampling technique (see Babbie, 2017; Burkholder et al., 2016). One advantage of using convenience sampling was that participants were readily available to me. I used the purposive sampling technique to recruit participants who were knowledgeable about the issue under study (see Emerson, 2015; Gentles et al., 2016). One advantage of using purposive sampling was that participants offered relevant responses to research questions (see Duan et al., 2014; Moritz et al., 2015).

The participants for the study included top management, middle management, and supervisors, totaling 23 people. These participants were selected because they possessed a wealth of knowledge and experience in the organization. Saturation refers to ensuring that perspectives and views are gathered from a wide cross-section of individuals until no new data can be obtained (see Bowen, 2008; Elo et al., 2014; Fusch & Ness, 2015; Lunnay, 2015; Nelson, 2016). This was achieved by ensuring that participants were representatives from various sections, units, and departments within the client organization.

Procedures and Settings

I conducted in-depth interviews with the senior leadership and middle management, who served as the data sources (refer to Lancaster, 2016; Marshall & Rossman, 2016; Petty et al., 2012). I conducted individual face-to-face interviews with study participants twice weekly (refer to Babbie, 2017; Burkholder et al., 2016). I held interviews with study participants at private locations convenient to them, requiring 30–90 minutes per session. I recorded all the data collected from interviews and document analysis using audiotapes, observational notes, and transcripts (see Yin, 2014).

I sat with each participant to discuss the study title, my name, and contact information as recommended by Olsen (2012), Silverman (1997), and Smyth et al. (2004). I conveyed my appreciation to the participants for their valuable participation in the study. I explained the study purpose and sought permission to record the interview sessions. I offered to provide them with study results and provided references and websites for reading on the topic. I also conducted member checks with the participants to establish the trustworthiness and credibility of the study's findings.

I collected data from the study participants using an interview protocol (see Appendix A), which served as a guide for directing the interview process (see Marshall & Rossman, 2016; Yin, 2014). The interview protocol included a set of questions, detailed procedures for interviewing participants, a pre-interview script, and prompts for obtaining informed consent and pertinent information (see Mannay & Morgan, 2015; Yin, 2014). According to Yin (2014), the interview protocol offers the best use of the limited time

available for an interview, makes interviewing systematic and comprehensive, and keeps the interviews with participants focused on the interest of the study.

The interview questions were developed based on the six domains of the conceptual framework and literature reviewed: strategy, knowledge management, talent management, leadership development, organizational culture, and management commitment. The elements of these domains played a crucial role in framing and developing the interview questions that were relevant, focused, and informed by existing knowledge from the study participants. The interview questions were designed from the main domains of the conceptual framework and literature reviewed with the intention to explore the context of the client organization.

Strategy for Data Analysis

Analysis System

NVivo qualitative analysis software helped me to ensure rigor when analyzing the data (see Watkins, 2017). This software assisted me with organizing, coding, and querying data, assigning themes, mapping, and modeling data visually, and adding interpretations to make conclusions (see Aiyahmady & Saleh, 2013; Paulus et al., 2014; Woods et al., 2016). NVivo has various advantages that can improve the quality of research. The analysis of qualitative data has become easier than ever before and yields more professional results (see Grolemund & Wickham, 2014). The software reduced manual tasks and gave me more time to discover tendencies, recognize themes, and derive conclusions (see Aiyahmady & Saleh, 2013; Paulus et al., 2014; Woods et al., 2016).

Analysis Procedures (Coding)

The NVivo software coded all audiotapes, field notes, and documents (see Aiyahmady and Saleh, 2013; Glaser & Laudel, 2013; Paulus et al., 2014; Zamawe, 2015). This summarized or captured the essence of portions of data collected from interviews and document analysis. Further, it involved the analytical processing of categorizing data. With Nvivo, the coding process involves gathering data into a Node. One type of coding in NVivo that was used is Theme nodes (see Aiyahmady and Saleh, 2013; Glaser and Laudel, 2013; Paulus et al., 2014). These nodes were codes that represented the themes or topics that were found in the collected data. Moreover, inductive codes generated while examining the collected data were the approach used when coding (see Aiyahmady and Saleh, 2013; Glaser and Laudel, 2013; Paulus et al., 2014).

I developed the interview questions for the study participants based on the main domains of the conceptual framework and the reviewed literature, which led to a rich discussion of the emerging themes. Further, the discussion also entailed the identification and alignment of these emerging themes with the literature reviewed. I will present the deliverables to the client organization in the form of an effective, robust, and strategic succession plan, based on the collected data and interpreted results.

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Evidence of Trustworthiness

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The procedures used to assure the trustworthiness of the evidence, including approaches to managing missing information, included the following:

Credibility

To ensure that credibility and the research results mirrored the views of the study participants and existing literature (see Houghton et al., 2013; Noble & Smith, 2015), I employed the following steps, as contended by Creswell (2013): Triangulation involves using multiple methods or data sources to develop a comprehensive understanding of the administrative issue (see Carter et al., 2014; Fusch & Ness, 2015; Fusch et al., 2018). Member checking is the interpretation and report given to participants to check the authenticity of their comments, which served as a check on the viability of the interpretation (see Thomas & Magilvy, 2011). During the interview process for the study, I conducted member checking.

Transferability

I utilized the thick description technique and gave a detailed account of my experiences during data collection (see Anyan, 2013; Cope, 2014; Yin, 2014). Further, I made explicit connections to the cultural and social contexts that surrounded data collection. This entailed talking about where the interviews occurred, the possibility of interviewing participants after work, and other aspects of data collection that provided a richer and fuller understanding of the research setting (see Anyan, 2013; Cope, 2014; Yin, 2014).

Dependability

I utilized the following methods to establish dependability in the research: The code-recode procedure involved conducting a code-recode procedure on data throughout the analysis phase of the study. After coding a section of data, I waited at least two

weeks, re-coded the same data, and evaluated the results (see Thomas & Magilvy, 2011).

Triangulation involved replacing the weak points of one approach to data collection by

using alternate data-gathering methods (see Carter et al., 2014; Fusch & Ness, 2015;

Fusch et al., 2018).

Confirmability

I used various approaches to establish the confirmability of the study's findings.

The audit trail involved me detailing the process of data collection, data analysis, and

interpretation of the data (see Grolemund & Wickham, 2014; Sinkovics et al., 2008). I

recorded what topics were unique and interesting during the data collection, wrote down

thoughts for coding, provided a rationale for merging codes, and explained what the

themes would mean (see Burkholder et al., 2016). Reflexivity involved an attitude that I

adopted when collecting and analyzing data. I looked at my background and position to

see how these influenced the research process, i.e., selecting the topic, choosing the

methodology, analyzing the data, interpreting the results, and presenting the conclusions

(see Babbie, 2017; Burkholder et al., 2016). To achieve reflexivity, I kept and maintained

a reflexive journal (see Babbie, 2017; Burkholder et al., 2016).

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Ethical Procedures

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Walden IRB Approval

I employed general principles for the research with participants. Babbie (2017),

Burkholder et al. (2016), and Locke et al. (2014) purported that the general principles for

research with participants include (a) respect for persons and (b) recognition of the

personal dignity and autonomy of individuals. (b) Beneficence: protecting individuals

from harm by maximizing anticipated benefits and minimizing risks. (c) Justice: equal distribution of the benefits and risks of the research.

Initiation of the research involving human subjects entailed the submission of an application form for Walden IRB review and approval before the beginning of the study. The application for Walden IRB Approval was submitted along with supporting information such as: (a) research proposal; (b) consent forms; (c) letters used to recruit research participants; (d) client organization letters of acceptance and approval (see Appendices 'B' & 'C'), consent and privacy procedures; and general principles for the treatment of participants (see Locke et al., 2014; Walden Center for Research Quality, n.d.). Finally, I obtained Walden University's approval number, 11-08-22-1027498, for this study.

Ethical Procedures for Participant Protection

Strategies for Recruitment

According to Butera (2006), McCormack et al. (2013), Roulston et al. (2015), Sixsmith (2003) and Wanat (2008), argued that the recruitment of participants involves (a) presenting information about the research before enrolment to help establish interest and willingness to serve as research subjects; (b) avoiding the use of pressure and undue influence by allowing participants adequate time to consider whether or not they wish to participate in the research; (c) sharing information with participants in a clear, understandable, and accurate manner (free of technical and scientific jargons); and (d) informing participants of the location of research, time commitment, eligibility, and research benefits.

Consent and Privacy

I obtained informed consent from study participants to minimize the possibility of coercion or undue influence (see Babbie, 2017; Burkholder et al., 2016; Gregory, 2003; Gringer, 2002; Kaiser, 2009; Locke et al., 2014; Oliver, 2003; Van den Hoonard, 2002). The informed consent document clarified: (a) the purpose of the study; (b) expected duration of the study; (c) procedures that the participant underwent during the study; (d) description of reasonably foreseeable risks; (e) benefits of the research to the participant and others, (f) the confidentiality of records, (g) contact information if a participant has questions about the research, their rights, and risks; and (h) a clear statement that research participation will be voluntary and that participants are free to withdraw from the study at any time (see Gringer, 2002; Van den Hoonard, 2002; Oliver, 2003; Gregory, 2003; Wright et al., 2004; Babbie, 2017; Burkholder et al., 2016; Locke et al., 2014).

Burkholder et al. (2016), Babbie (2017), Gringer (2002), Van den Hoonard (2002), Oliver (2003), Gregory (2003), Wright et al. (2004), and Locke et al. (2014) contended that the privacy of research participants encapsulates safeguards to protect the privacy of potential research participants. These included: (a) physical safeguards— measures that will secure the location of private and sensitive information from unauthorized personnel, such as secluded interview rooms and storing information from the public in easy-access areas. (b) Administrative safeguards: measures that will protect the privacy of potential research participants' information by minimizing the number of people with access to participants' data. (c) Technical safeguards: the use of technological measures to protect the privacy of potential research participants by using

computer passwords, firewalls, and encryption to protect data from unauthorized individuals, loss, theft, or modification. (d) Research design safeguards: measures to protect the privacy of research participants, inclusive of protecting information, writing down raw data as soon as possible, storing data distinctly from coding lists, and destroying all copies of sensitive information as soon as practicable.

Ethical issues that arose during the administrative study included: (i) conflict of interest; (ii) power differentials; (iii) informed consent; (iv) authorized access to the existing relevant documentation; (v) honesty and integrity; (vi) objectivity; (vii) confidentiality and privacy; (viii) beneficence; and (ix) respect for intellectual property (see Babbie, 2017; Burkholder et al., 2016; Creswell, 2014). I addressed ethical issues in the following ways: Alby & Fatigante (2013), Bromley et al. (2015), Honan (2014), Jacob & Furgerson (2012), and Mealer & Jones (2014). (i) Conflict of Interest: The researcher disclosed the extent and nature of the conflict. (ii) Power Differentials: I utilized participants that were not under my immediate supervision within the organization. (iii) Informed Consent: I sought clear consent and obtained authorization before requesting information from participants and authority holders of existing relevant documentation. The participants and authority holders of existing relevant documentation, including procedures, privacy, and purpose, among others, received explicit details of the study. Participants pursued were those who were willing and gave authorized consent and permission. (iv) Honesty and Integrity: I ensured that the report of research results was true and honest and that none of the data was misleading or deflecting from the confirmed facts. (v) Objectivity: I avoided bias during the study by

ensuring that data collection, interpretation, and analysis are straightforward, accurate, and based on confirmed facts. (vi) Confidentiality and Privacy: I ensured the collection of all data under the terms of confidentiality, and at no time did data become accessible to third parties. I also ensured the protection of sensitive information. Beneficence: I ensured that no harm, both physical and emotional, occurred to participants. (vii) Respect for Intellectual Property: I avoided plagiarism and used citations and references to recognize someone's work.

Summary

Section (3) highlighted and discussed included an introduction, practiced-focused research question(s) and research design, roles of the researcher and client organization, methodology, procedures for recruitment, participation, and data collection, strategy for data analysis, evidence of trustworthiness, ethical procedures, and a summary and transition to Section (4).

Section 4: Results and Recommendations

The client organization under study had no succession plan for leadership continuity (GPF Strategic Management Plan, 2019–2021; GPF Situational Analysis, 2019). This organization selects senior ranks to fill leadership and management positions through a promotion process (GPF Standing Orders Revised, 2002). This organization needs to adopt a more wide-ranging and best-practice approach to succession planning. The organization's Human Resource Management Plan and Performance Assessment Framework (2019), the Situational Analysis Report (2019), and the GPF Annual Report (2019) revealed that several leadership and management positions were left unfilled due to the inadequacy of promotion. Furthermore, the organization's promotion policy failed to incorporate succession planning factors and elements (refer to Al Suwaidi et al., 2020; Bozer et al., 2015; Mercadal, 2019; Rani & Srivastava, 2016).

The research question was the following: How can the client organization employ an effective, robust, and strategic succession plan for leadership continuity? In this qualitative professional administrative study, I sought to discover the approaches for the employment of a robust, effective, and strategic succession plan for law enforcement agencies and public organizations. To achieve this, I conducted in-depth interviews to obtain relevant data to design a succession plan for law enforcement agencies and public organizations (see Babbie, 2017; Burkholder et al., 2016; Laureate Education, 2015; 2017).

Findings and Implications

In-depth interviews with 23 active law enforcement officers with a minimum of 12 years of working experience yielded the study's results. The client organization employed senior management, middle management, and supervisors as study participants. 19 participants were male, and four were female; their ages ranged from 30 years to 54 years. All study participants were active members of the client organization, with years of service extending from 12 to 36 years; their years of experience in respective positions ranged from 1 to 12 years. I assigned an alphanumeric identifier from P1 to P23 to each study participant to protect their identities. Table 1 illustrates the study participants' demographics, such as their age, years of service within the organization, years in their current positions held, and gender.

Table 1

Participant Demographics

Participant	Age	Service (years)	Tenure in position (years)	Service remaining (years)	Gender
P1	54	35	1	1	Male
P2	43	25	3	12	Male
P3	47	29	3	8	Male
P4	43	25	5	12	Male
P5	33	13	1	22	Male
P6	43	25	1	12	Male
P7	45	27	3	10	Male
P8	48	30	4	7	Male
P9	44	26	2	11	Male
P10	42	24	4	13	Male
P11	44	26	3	11	Male
P12	46	28	1	9	Male
P13	47	29	5	8	Male
P14	48	30	7	7	Male
P15	49	31	3	6	Male
P16	54	36	5	1	Male
P17	54	36	10	1	Female
P18	54	36	7	1	Male
P19	50	32	12	5	Female
P20	40	22	2	15	Female
P21	38	20	3	17	Male
P22	35	17	2	20	Female
P23	30	12	2	25	Male

I conducted in-depth interviews with the senior leadership and middle management, who served as the data sources (refer to Marshall & Rossman, 2016; Petty et al., 2012). I conducted individual face-to-face interviews with study participants twice weekly (refer to Babbie, 2017; Burkholder et al., 2016). I held interviews with study participants at private locations convenient to them, requiring 30–90 minutes per session.

I recorded all data collected from interviews using audiotapes, observational notes, and transcripts (see Yin, 2014).

In accordance with Olsen (2012), Silverman (1997), and Smyth et al. (2004), I sat with each participant to discuss the study title, my name, and contact information. I also expressed gratitude to the participants for their time and participation in the study. I explained the study purpose and sought permission to record the interview sessions. I offered to provide participants with study results and provided references and websites for reading on the topic. Finally, I checked the data collected from the participants to establish the trustworthiness of the study's findings.

Data Analysis

NVivo software assisted me with the inductive approach to data analysis through coding (see Aiyahmady & Saleh, 2013; Glaser and Laudel, 2013; Paulus et al., 2014). As recommended by Creswell (2014), Burkholder et al. (2016), and Babbie (2017), I conducted a step-by-step process of inductive coding. I familiarized myself with the data by examining the transcripts, field notes, and recordings with the intention of getting a sense of the content and context. I commenced open coding, which involved examining the data line by line and assigning initial codes to relevant sections or phrases. These codes were descriptive and captured the essence of the content. I continued checking and coding until I had a considerable number of codes, and I remained as open-minded as possible and avoided forcing data into preconceived categories.

I organized the codes into meaningful categories and looked for similarities and patterns among the codes. I assigned a descriptive name to each category that reflected

the common theme or concept in the data. I reviewed the categories and their associated codes to ensure they accurately represented the data. I continued coding and refining categories and compared new data with existing categories to see if they fit or if new categories emerged. I kept detailed records of the coding process, including notes about the development of specific categories and codes. This helped to ensure transparency and allow others to follow the process. I completed the coding and identified meaningful themes and categories to write up my findings. I provided clear explanations and examples from the data to support each theme or category. Finally, I interpreted the meaning of each theme or category in the context of the research and discussed the implications and significance of the findings.

Findings

The findings include the evaluation and recommendations that resulted from the data analysis and synthesis of the evidence collected. Table 2 illustrates the study participants' responses to interview questions under the strategy domain.

Table 2

Emerging Themes From the Strategy Domain

Theme	Interview question	Participant description
Performance appraisals	IQ1: What criteria can be used to detect leadership readiness and highly skilled employees?	Formal assessments of an employee's job performance are conducted either yearly or half-yearly by a supervisor or manager to provide feedback to employees on their performance, identify areas for improvement, set goals for the future, and make decisions regarding promotions training and development.
Psychometric assessments		Tools or instruments used to measure individual traits, abilities, and aptitudes. These assessments help to provide standardized evaluations of various aspects of an individual's personality, intelligence, skills, and other relevant characteristics.
Leadership assessments and evaluations		A process that evaluates an individual's leadership skills, qualities, and potential. It helps identify areas of strength and areas that need improvement to develop effective leaders. There are various methods and tools used in leadership assessments, including self-assessment questionnaires, interviews, and feedback from peers and subordinates. The assessment may focus on different aspects of leadership, such as communication, decision-making, problem-solving, teamwork, and strategic thinking. The results of the assessment can be used to create personalized development plans, provide feedback and coaching, and support succession planning within an organization.
Evaluation of communication and team-building skills		An evaluation of communication and teambuilding skills should assess an individual's ability to effectively communicate ideas, actively listen, adapt to different situations, collaborate with others, resolve conflicts, build trust, delegate tasks, and motivate and support team members.
Mission		A mission statement is often used to communicate the purpose and values of an organization, outlining what it aims to achieve and how it plans to do so.
Vision	IQ2: What elements or factors should comprise the training and development plan?	A vision statement is a concise declaration of an organization's long-term goals and aspirations. It outlines the desired future state or direction of the organization and serves as a guiding principle for decision-making and strategic planning.
Core values		Core values are the fundamental beliefs and principles that guide an organization. They are the principles and ethics that shape decision-making, behaviour, and actions.
Action plan		An action plan is a detailed outline of the steps and tasks that need to be completed to achieve a specific goal or objective.

Implementation & sustainability plan		An implementation and sustainability plan are a comprehensive document that outlines how a project will be executed and sustained over time. It includes the strategies, actions, and resources needed to achieve the project's objectives and ensure its long-term success.
Monitoring and evaluation plan		A monitoring and evaluation plan is a systematic approach to assessing and tracking the progress and effectiveness of a project or intervention. It helps organizations and stakeholders understand whether their objectives are being achieved, identifies areas for improvement, and informs decision-making.
Entry requirements		Entry requirements refer to the criteria and qualifications necessary for individuals to gain admission or access to the organization. These requirements qualifications, age, passing of the entrance examination, physical fitness, and lack of criminal convictions.
Selection approaches	IQ3: What aspects of the Recruitment, Selection and Training Policy should be revised?	Selection approaches refer to various methods or strategies used to choose candidates based on specific criteria. These approaches utilized include Multi-Criteria Decision Making which involves evaluating candidates based on the pass rate of entrance examination, character reference, background checks, qualifications, interest, physical fitness, and age and combining the results to make decisions.
Training curriculum approaches and regulations		Training Curriculum Approaches include 1. Traditional or Linear: content delivered in a step-by-step manner- from basic to more advanced. 2. Competency-based: curriculum designed to focus more on specific skills and competencies required for a job or task. 3. Problem-based Learning: presenting learners with real-world problems or scenarios that require them to analyze, research, and apply their knowledge to find solutions. 4. Blended Learning: combines both online and face-to-face learning experiences, allowing learners to access content at their own pace while still engaging in instructor-led sessions or group activities. 5. Experiential Learning: This approach emphasizes learning through hands-on experiences and practical application. 6. Personalized Learning: tailors the curriculum to individual learners' needs and preferences, considering their prior knowledge, learning style, and pace of learning. Regulations include: 1. Government Regulations: The government has regulations and standards for training programs in areas such as safety, environmental compliance, and quality assurance. 2. Accreditation and Certification: Training providers need to meet specific criteria to be accredited or certified to deliver certain types of training. Accreditation ensures that the training meets certain quality standards. 3. Accessibility and Inclusivity: Training curricula need to comply with regulations related to accessibility for learners with disabilities or other specific needs.
Early planning		Start succession planning well in advance. Identify potential successors and provide them with opportunities to develop the skills and experience necessary to take on leadership roles.
Clear objectives		Define the purpose and goals of the succession plan. Understand what qualities and attributes are required in the

		next leaders and align them with the organization's long-term strategic objectives.
Identify key positions		Identify critical positions that are crucial to the organization's success and focus on developing potential successors for those positions.
Assessment and development		Conduct regular assessments to identify high-potential employees and create personalized development plans for them. Offer training, mentoring, and coaching to groom them for future leadership roles.
Diverse pool of candidates	IQ4: Aspects for consideration of an effective, robust, and strategic succession plan.	Promote diversity and inclusion in the succession plan to ensure a wide range of perspectives and talents within the leadership team.
Performance-based approach		Base succession decisions on merit, performance, and potential rather than solely on seniority or tenure.
Talent retention		Implement strategies to retain top talent and prevent key employees from seeking opportunities elsewhere.
Communication and transparency		Keep all stakeholders, including employees, supervisory and middle management, informed about the succession planning process and its progress.
Contingency planning		Have backup plans in place in case the first-choice successor is unable or unwilling to take up the leadership position.
Leadership development programs		Establish leadership development programs to nurture and groom potential successors continuously.
Succession policy documentation		Document the succession plan and related policies clearly to ensure it is well understood and followed consistently across the organization.
Assessing readiness		Regularly assess the readiness of potential successors to take on leadership roles, including their technical skills, leadership competencies, and cultural fit.
Testing leadership transition		Consider implementing interim leadership assignments or job rotations to test potential successors' capabilities in real-world scenarios.
Supervisory, middle, and top management involvement		Involve all levels of management actively in the succession planning process. Obtain their input and ensure alignment with the overall organizational strategy.
Legal and regulatory compliance		Ensure that the succession plan complies with all relevant legal and regulatory requirements.
External talent search		While internal candidates are often preferred, consider the possibility of an external talent search if no suitable internal candidates are available.
Succession monitoring and updating		Continuously monitor and update the succession plan to adapt to changing organizational needs and to incorporate feedback from stakeholders.

The responses from Participants 1, 9, 12, 14, 17, 16, 19, and 22 to interview sub question 1 revealed that performance appraisals and psychometric assessments are the criteria that can be used to detect leadership readiness and highly skilled employees. However, Participants 2, 3, 4, 5, 7, 8, 20, and 21 highlighted the use of leadership assessments and evaluations as criteria to identify leadership readiness and highly skilled employees. Participants 6, 11, 13, 10, 18, 19, and 23 suggested that evaluating communication and team-building skills can serve as criteria for identifying leadership readiness and highly skilled employees.

All participants' responses to interview sub question 2 indicated that the mission, vision, core values, objectives, action plan, implementation and sustainability plan, and monitoring and evaluation plan should comprise the training and development plan of the client organization. Also, participants' general agreement in response to interview sub-question 3 outlined that the recruitment, selection, and training policy should be revised. The participants suggested revising the entry requirements, selection approaches, training curriculum approaches, and regulations.

Responses from Participants 1, 9, 12, 14, 17, 16, 19, and 22 to interview sub question 4 indicated that (i) early planning, (ii) clear objectives, (iii) identification of key positions, (iv) assessment and development, (v) a diverse pool of candidates, and (vi) a performance-based approach should embody an effective, robust, and strategic succession plan for their organization. Participants 2, 3, 4, 5, 7, 8, 20, and 21 said that an effective, strong, and strategic succession plan for their organization should include (i) keeping good employees, (ii) clear communication and accountability, (iii) planning for

what to do in case something goes wrong, (iv) leadership development programs, (v) written succession policies, (vi) checking to see if everyone is ready, and (vii) testing the leadership transition. Also, Participants 6, 11, 13, 10, 18, 19, and 23 said that an effective, strong, and strategic succession plan for their organization should include (i) involvement from supervisory, middle, and top management; (ii) compliance with laws and rules; (iii) searching for talent outside the organization; and (iv) monitoring and updating the plan. Table 3 provides the study participants' responses to interview questions under the knowledge management domain.

Table 3

Emerging Themes From the Knowledge Management Domain

Theme	Interview question	Participant description
Workshops	IQ1: In your opinion, would workshops, seminars, symposia, conferences, and training programs contribute to knowledge sharing and transfer?	Workshops are interactive and focused learning sessions where participants engage in hands-on activities, discussions, and exercises to acquire new skills, knowledge, or techniques in a specific subject area. Workshops can be conducted in-person or virtually, depending on the subject matter and the participants' location.
Seminars		Seminars are typically educational or informative events where a group of people come together to discuss a specific topic, share knowledge, and engage in discussions. They can be held in various formats, such as in-person gatherings, online webinars, or virtual conferences.
Symposia		Symposia provide a platform for participants to present their research, share insights, engage in debates, and foster collaboration. They often include presentations, panel discussions, keynote speeches, workshops, and networking opportunities. Symposia can cover a wide range of topics, including science, technology, arts, literature, social issues, healthcare, business, and more. symposia play a crucial role in promoting knowledge dissemination, encouraging interdisciplinary interactions, and advancing the understanding and development of various fields. They are important for the growth and advancement of academic and professional communities by facilitating the exchange of ideas.
Conferences		Conferences are events where people gather to share and exchange information on a specific topic, or field of interest. They provide networking opportunities, learning from experts, and staying updated on the latest developments in a particular area. Conferences can vary in size, format, and focus, ranging from small workshops and seminars to large-scale international gatherings.
Training Programs		Training programs are designed to educate and develop skills in individuals or groups of people. They can cover a wide range of subjects and purposes, including professional development, personal growth, and academic enhancement.
Meeting		A meeting is a gathering of two or more people who come together to discuss and exchange information, ideas, opinions, or updates on a particular topic or agenda. Meetings are a common and essential part of communication and collaboration within organizations.

		Meetings can serve various purposes, such as making decisions, problem-solving, planning, brainstorming, providing updates, coordinating efforts, and fostering teamwork.
Minutes		In an organizational context, "minutes" also refers to a written record of the discussions, decisions, and actions taken during a meeting. These notes are typically taken by a designated person, often referred to as a "minutes-taker" or "secretary," and are distributed to attendees after the meeting for reference and documentation.
Force orders		"Force Orders" in the context of law enforcement means guidelines or protocols. These established policies and procedures dictate how officers conduct operations and interact with the public. They aim to strike a balance between maintaining public safety and respecting individuals' rights and dignity.
Exchange programs		Exchange programs are educational initiatives that allow professionals to study, work, or participate in activities in a foreign country for a certain period. These programs are designed to provide participants with cross-cultural experiences, language skills, and a broader understanding of different societies and ways of life. Exchange programs can be organized at various educational levels, including high school, university, and professional levels.
Overseas courses		Overseas courses refer to educational programs or courses that are offered in a foreign country, typically by universities, colleges, language schools, or other educational institutions. These courses are designed to provide students with an opportunity to study and learn in a different cultural and academic environment than their home country.
Capacity building		Capacity building refers to the process of enhancing an individual's, or organization's ability to effectively achieve their goals and objectives. It involves developing and strengthening skills, knowledge, resources, and capabilities that enable entities to operate more efficiently, make informed decisions, and adapt to changing circumstances.
Job rotation	IQ2: Do you think job rotation would contribute to knowledge creation and worker fitness?	Job rotation refers to a practice where employees are regularly moved from one role or position to another within an organization. The primary purpose of job rotation is to provide employees with a broader range of experiences and skills, while also benefiting the organization by increasing employee versatility, engagement, and knowledge sharing.
Specialized training		Specialized training refers to a focused and targeted form of education or instruction designed to develop specific skills, knowledge, or expertise in a particular field or domain. It goes beyond general education and aims to prepare individuals for specific roles, tasks, or challenges.
Refresher programs	IQ3: In your view, would refresher programs and staff	"Refresher programs" typically refer to educational or training courses designed to help individuals update or review their knowledge and skills in a particular field. These programs are often beneficial for professionals who want to stay current in their field. Refresher programs can

	development programs contribute to knowledge retention?	vary in format, duration, and content, depending on the subject matter and the intended audience.
Staff development programs		Staff development programs, also known as employee development programs or professional development programs, are initiatives designed by organizations to enhance the skills, knowledge, and abilities of their employees. These programs are implemented to improve employee performance, increase job satisfaction, and contribute to the overall success of the organization.
Comprehensive knowledge management framework and system		A Comprehensive Knowledge Management (KM) Framework and System refers to a structured approach and set of processes that organizations use to create, capture, organize, store, share, and utilize knowledge effectively to achieve their goals and objectives. Such a framework helps organizations manage their intellectual assets, information, and expertise to enhance decision-making, innovation, and overall performance.
The use of 360-degree evaluation tools/instruments	IQ4: How can training needs analysis and performance appraisals link knowledge and competence with performance?	A 360-degree tool, also known as a 360-degree feedback or 360-degree assessment, is a performance appraisal method that gathers feedback from various sources about an individual's performance, skills, and behaviors. A 360-degree tool involves input from a variety of perspectives, including peers, subordinates, supervisors, and even the individual themselves. The aim is to provide a well-rounded view of an individual's strengths, weaknesses, and areas for development.
The use of objective assessments		Objective assessments refer to evaluations which are designed to be free from bias and subjective interpretation. These assessments are structured in a way that minimizes the influence of personal opinions, feelings, and judgments of the evaluator. Instead, they focus on quantifiable and measurable criteria to determine the outcome.
The use of performance indicators and targets		Performance indicators, also known as key performance indicators (KPIs), are specific metrics or measures that organizations use to track and evaluate various aspects of their performance. These indicators are selected based on their relevance to the organization's goals and objectives. They help in assessing whether the organization is on track or needs to adjust to achieve its desired outcomes. One common type of performance indicator is the Employee Performance Indicator. These evaluate aspects of workforce performance, like employee engagement, turnover rate, and training effectiveness. Targets are specific goals or benchmarks that an organization sets for each performance indicator. They provide a clear and measurable aim for what the organization wants to achieve within a specified timeframe. Targets can be set based on historical performance, industry standards, or desired levels of improvement. Effective targets are SMART: Specific, Measurable, Achievable, Relevant, and Time-

Responses from Participants 2, 3, 4, 7, 8, 9, and 12 to interview sub-question 1 revealed that (i) workshops, (ii) seminars, (iii) symposia, (iv) conferences, and (v) training programs can contribute to knowledge sharing and transfer in the organization. However, Participants 1, 5, 10, 13, 15, 22, and 23 pointed out that meetings can contribute to knowledge sharing and transfer within the organization. Participants 6, 11, 16, 17, 18, and 20 indicated that (i) minutes, (ii) force orders, (iii) exchange programs, and (iv) overseas courses can contribute to knowledge sharing and transfer in the organization.

Responses from Participants 2, 3, 4, 7, 8, 9, and 12 to interview sub-question 2 showed that capacity building can contribute to knowledge creation and worker fitness in the organization. Nevertheless, Participants 1, 5, 10, 13, 15, 22, and 23 pointed out that job rotation can contribute to knowledge creation and worker fitness in the organization. Participants 6, 11, 16, 17, 18, and 20 indicated that specialized training can contribute to knowledge creation and worker fitness in the organization.

Responses from Participants 2, 3, 4, 7, 8, 9, and 12 to interview question 3 perceived that refresher and staff development programs can contribute to knowledge retention for their organization. Whereas Participants 2, 3, 4, 5, 6, 7, 8, 10, 11, 13, 18, 20, 21, and 23 specified that a comprehensive knowledge management framework and system can contribute to knowledge retention for their organization.

Responses from Participants 2, 3, 4, 7, 8, 9, and 12 to interview question 4 disclosed that the use of a 360-degree evaluation tool or instrument can link knowledge and competence with performance for their organization. Nevertheless, Participants 1, 5, 10, 13, 15, 22, and 23 agreed that the use of objective assessments can link knowledge and competence with performance for their organization. Participants 6, 11, 16, 17, 18, and 20 indicated that the use of key performance indicators and targets can link knowledge and competence with performance for their organization. Table 4 describes the study participants' responses to interview questions under the domain of talent management.

Table 4

Emerging Themes From the Talent Management Domain

Theme	Interview question	Participant description
Attraction & recruit-for-purpose strategies	IQ1: Do you think Attraction and Recruit-for-Purpose Strategies aid the organization in acquiring and retaining high-potential personnel?	Attraction and recruit-for-purpose Strategies" typically refers to the methods and techniques organizations use to attract and recruit employees who align with their purpose, values, and culture. In recent years, there has been a growing emphasis on not just hiring candidates with the right skills and qualifications, but also those who resonate with the organization's mission and vision. This helps create a more engaged and committed workforce, leading to better performance and retention rates.
Advertisements		Advertisements are promotional messages or content created by the organization to inform, persuade, or influence an audience about the opportunities of becoming an employee. The primary goals of advertisements include grabbing attention, generating interest, and ultimately driving a desired action, such as signing up for a service or making an application. Advertisements can take various forms, including print, broadcast, online, digital, and visual elements, among others.
Incentives packages		Incentive packages refer to a combination of rewards, benefits, and perks that are offered to employees to motivate specific behaviors, actions, or outcomes. These packages are commonly used by businesses, organizations, governments, and other entities to encourage desired behaviour, boost performance, and achieve certain goals. Incentive packages can take various forms and are often tailored to the target audience and the objectives they aim to achieve.
Career development opportunities		Career development opportunities refer to various avenues and possibilities for individuals to enhance their skills, knowledge, and professional growth within their chosen field. These opportunities can help individuals progress in their careers, take on more responsibilities, and achieve their long-term career goals.
Clear communications and expectations		Clear communication and expectations are essential components of effective interactions, whether in personal relationships, professional settings, or any collaborative endeavor. They help to minimize misunderstandings, enhance cooperation, and ensure that all parties involved are on the same page.
Use of talent analytics	IQ2: How can the Administration of the organization effectively identify talented employees?	Talent analytics offers a data-driven approach to understanding and optimizing various aspects of workforce management. By leveraging insights from data, organizations can make more informed decisions, enhance employee experiences, and achieve better alignment between their human resources strategies and overall objectives.

Performance evaluation		Performance evaluation refers to the process of assessing an employee's performance in a particular role or task. It is a systematic and structured process that helps organizations measure how well employees are performing their job duties and achieving their goals.
Provision of clear career path		A clear career path refers to a well-defined trajectory of roles and experiences that an employee pursues to achieve their long-term professional goals. Establishing a clear career path is important for setting direction, staying motivated, and making informed decisions about education, training, and job opportunities.
Targeted training and development		Targeted training and development refer to a focused approach to designing and delivering training programs to address specific skills, knowledge gaps, or developmental needs within an organization. Instead of providing generic or one-size-fits-all training, targeted training aims to customize learning experiences to match the unique requirements and goals of employees.
Specialization of roles and functions		Specialization of roles and functions refers to the practice of dividing tasks, responsibilities, and functions within an organization or a society in a way that allows employees to focus on specific areas of expertise or tasks. This division of labor is intended to increase efficiency, productivity, and overall effectiveness.
Succession planning	IQ3: How can the Administration of the organization manage and develop high-potential personnel programs to contribute to knowledge retention?	Succession planning is a strategic process that organizations use to identify and develop individuals who have the potential to take on key leadership positions in the future. The goal of succession planning is to ensure a smooth transition of leadership as current leaders retire, leave the organization, or are promoted to higher roles. This process is crucial for maintaining organizational stability, minimizing disruptions, and ensuring that the company's leadership pipeline remains strong.
Job task analysis		Job Task Analysis (JTA) is a systematic process used in human resources, organizational psychology, training and development, and instructional design. Its primary goal is to comprehensively identify and document the tasks, skills, knowledge, and competencies required to perform a specific job or role effectively. JTA provides valuable insights for job descriptions, performance evaluations, training programs, and overall workforce management.

Responses from Participants 2, 4, 6, 8, 10, 12, 14, 16, 18, 20 and 22 to interview sub-question 1 showed that attraction and recruit-for-purpose strategies can aid in acquiring and retaining high-potential personnel for their organization. However, Participants 1, 3, 5, 7, 9, 11, 13, 15, 17, 19, 21, and 23 opined that (i) advertisements, (ii) incentive packages, (iii) career development opportunities, and (iv) clear communication of expectations can aid in acquiring and retaining high-potential personnel for their organization.

Responses from Participants 2, 4, 6, 8, 10, 12, 14, 16, 18, 20 and 22 to interview question 2 disclosed that the use of talent analytics and performance evaluation can aid in effectively and efficiently identifying talented employees. However, Participants 1, 3, 5, 7, 9, 11, 13, 15, 17, 19, 21, and 23 stated that the provision of a clear career path and targeted training and development can aid in effectively and efficiently identifying talented employees.

All participants' responses to interview sub question 3 generally indicated that (i) specialization of roles and functions; (ii) succession planning; and (iii) job task analysis can aid in effectively and efficiently identifying talented employees. Table 5 shows the responses of study participants to interview questions under the domain of organizational culture.

Table 5

Emerging Themes From the Organizational Culture Domain

Theme	Interview question	Participant description
Lack of succession	IQ1: Can you say whether the organization has a policy for filling leadership and management positions?	Lack of succession planning refers to the absence of a well-defined and organized strategy for identifying, developing, and preparing potential future leaders within an organization. Without proper succession planning, organizations can face numerous challenges and risks, including talent gaps, unprepared leaders and managers, loss of institutional knowledge, and rushed transitions.
Has a promotion policy		The Promotion Policy is a procedure that the organization established to determine how employees can progress to higher positions internally.
Incompetent leaders and managers exist	IQ2: In what ways the absence of succession planning has hindered the effectiveness and efficiency of the organization?	Incompetent leaders and managers exist in the organization. Incompetence can manifest in different ways, such as a lack of effective communication, poor decision-making, inability to motivate and lead a team, and failure to understand and address complex issues. Incompetent leaders and managers can have detrimental effects on their teams and the overall performance of the organization. There are several reasons why incompetent leaders and managers might exist, namely, lack of proper selection, limited training and development, resistance to change, micromanagement, lack of vision, short-term focus, ineffective communication, and inadequate feedback loop.
An unclear career path exists		Unclear career paths in the organization whereby employees are uncertain about the steps, opportunities, and expectations that lie ahead for their professional growth. This lack of clarity creates frustration, and demotivation, and even leads to talented employees seeking opportunities elsewhere. Several factors contribute to unclear career paths, namely, lack of communication, vague job descriptions, limited development opportunities, favouritism, and bias, changing organizational needs, inconsistent evaluation and feedback, and unclear promotion criteria.
Biased selection of leaders and managers exists		Biased selection of leaders and managers involves choosing individuals for leadership or managerial positions based on subjective and often unfair criteria, rather than their actual qualifications, skills, and capabilities. This bias can stem from various sources, including personal preferences, stereotypes, discrimination, and preconceived notions about certain groups of people. This situation has significant negative consequences for the organization. It hinders diversity, equity, and inclusion efforts, leads to poor decision-making, and creates a toxic work environment.
Competent leaders and managers		Competent leaders and managers are individuals who possess the skills, qualities, and abilities necessary to effectively guide and oversee teams, projects, and organizations. They play a critical role in setting the

		direction, making decisions, motivating employees, and ensuring that goals are achieved in a timely and efficient manner.
Leadership continuity	IQ3: In what ways would a robust, effective, and strategic succession plan benefit the organization?	Leadership continuity is the seamless transition of leadership from one individual to another while maintaining the organization's stability, strategic direction, and performance. It is the process of ensuring that there is a smooth succession of leaders, whether due to planned changes like retirement or promotion, or unexpected circumstances like illness or departure.
Timely replacement and filling of vacant leadership & management positions		Prioritizing timely replacements and filling vacant leadership and management positions can contribute significantly to the overall health and success of the organization. It is crucial for maintaining the smooth operation and growth of an organization and leads to decreased productivity, employee morale, and overall organizational effectiveness.
The existing Human Resource Management practices and policies should become a strategy that includes and supports all the elements of succession planning	IQ4: What aspects of Human Resource Management practices and policies need to be reviewed to include and support succession planning?	By integrating these HRM practices and policies, an organization can create a strong pipeline of talented individuals who are prepared to take on leadership roles when the need arises. This strategic approach to succession planning enhances organizational resilience and minimizes the risk associated with leadership transitions.

Responses from Participants 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 15, 20, 21, 22, and 23 to interview question 1 indicated that there was a lack of succession planning within their organization. In contrast, Participants 12, 13, 14, 16, 17, 18, and 19 stated that there was an existing promotion policy within their organization.

Responses from Participants 1, 5, 10, 15, 20, and 23 to interview sub-question 2 related that incompetent leaders and managers exist because of the absence of a succession plan within their organization. However, Participants 2, 3, 4, 6, 7, 8, 9, 11, 21, and 22 pointed out that an unclear career path exists because of the absence of a succession plan within their organization. Further, Participants 12, 13, 14, 16, 17, 18, and

19 stated that a biased selection of leaders and managers existed because of the absence of a succession plan within their organization.

Responses from Participants 1, 5, 10, 15, 20, and 23 to interview question 3 commonly revealed that competent leaders and managers are one benefit of an effective, robust, and strategic succession plan for their organization. Whereas Participants 1, 5, 10, 15, 20, and 23 stated that leadership continuity is one benefit of an effective, robust, and strategic succession plan for their organization. Moreover, participants 12, 13, 14, 16, 17, 18, and 19 specified that the timely replacement and filling of vacant leadership and management positions is one benefit of an effective, robust, and strategic succession plan for their organization.

All Participants' responses to interview sub question 4 commonly revealed that the existing human resource management practices and policies should become a strategy that includes and supports all elements of succession planning. Table 6 depicts the client organization's culture, practices, and purpose derived from archival and operational data.

Table 6

Client Organization's Culture, Practices, and Purpose

Type of organizational documents	Year	Purpose of organizational documents	Finding
GPF Standing Orders Revised	2002	A composite of rules, regulations and guidelines that governs the administrative and operational practices and processes.	Rules and regulations on recruitment, selection, training, promotions, sick leave, handing over units and departments, dress, unit boundaries, crime management, prosecutions, traffic management, unit management, appearance and conduct, welfare and recreation, and associations.
Police Act, Chapter 16:01, Section 3(2)	2012	The Laws of Guyana governing policing.	Objectives, Roles, Responsibilities, Dismissals, Terminations, and Appointments.
GPF Annual Report	2019	A comprehensive financial and operational document prepared and published once a year to give a detailed overview of the client organization.	Divisional and Departmental Reports, Crime Reports, Traffic Reports, Community Engagement Reports, Training and Development Reports, and Successes Achieved.
GPF National Policing Plan	2019	A strategic document that outlines the goals, objectives, and strategies for the client organization and serves as a roadmap for how the organization will execute its mandate.	Objectives and goals, Operational Plans, Resource Allocation Strategy, Community Engagement Strategy, and Performance Metrics.
GPF Crime Report	2019	General information about criminal activities that occurred at a particular location and period.	Incident Description, Location, Perpetrator(s), Time and Date, Prosecution Rate, Special Advisories, and Category of Crime.

GPF Traffic Report	2019	General information and updates on traffic incidents and accidents.	Date and Time of Incident/Accident, Location of Incident/Accident, Special Advisories, Updates, Road Closures, and Traffic Flows.
GPF Current State Report	2019	A status report which provides an overview of the client organization's current state and performance.	Organizational Overview, Financial Performance, Operational Overview, Strategies and Initiatives, Risk Assessment and Stakeholder Engagement.
GPF Human Resource Management Plan and Performance Assessment Framework	2019	An essential component of the client organization's Human Resource Strategy to manage and evaluate its workforce.	Objectives and goals, Workforce Planning, Recruitment and Selection, Training and Development, Performance Management, Welfare, Benefits and Compensation, Orientation, Recognition and Awards, and Reporting and Feedback.
GPF Situational Analysis	2019	An in-depth assessment of the client organization's internal and external environment.	Identification of key challenges and opportunities and decisions for future direction.
Force Orders	2019	Guidelines, protocols, established procedures, and policies that stipulate conduct, operations, and public engagement.	Standing Order, Transfers and Postings, Leave, Acknowledgements, and Notices.
Standard Operating Procedures for Incident Reporting	2020	Guidelines for maintaining safety, security, and compliance coupled with ensuring incidents are documented, reported, and addressed promptly and effectively.	Purpose and Scope, Definitions, Responsible Personnel, Incident Categories, Reporting Process, Incident Levels, Incident Handling, Investigation, Corrective Actions, Review and Improvement, and Training and Awareness.
Terms of Reference for	2020	An outline of roles and responsibilities	Title, Department, Reporting Responsibilities, Objectives, Key Responsibilities, Competencies, and Qualifications.

Human Resource Officers		and expectations within the client organization of HR Officers.	
GPF Strategic Implementation Plan	2019/2021	A detailed document that outlined specific steps and actions the client organization will take to execute its strategic initiatives.	Strategic Objectives, Strategic Activities, Budget, Lead Personnel, and Implementing Personnel.
GPF Strategic Management Plan	2019/2021	A comprehensive framework that the client organization uses to define its long-term goals and objectives as well as to determine the actions necessary to achieve those objectives and goals.	Vision, Mission, Core Values, SWOT Analysis, Goals and Objectives, Strategies and Initiatives, Action Plans, Resources Required, and Timeline.

The archival and operational data gathered above revealed that the client organization has rules, regulations, procedures, strategies, and initiatives to achieve its mandate. However, these organizational documents altogether disclose that the client organization has a promotion policy for filling leadership and management positions, coupled with an effective, robust, and strategic succession plan for leadership continuity. Table 7 shows the study participants' responses to interview questions under the domain of leadership development.

Table 7

Emerging Themes From the Leadership Development Domain

Theme	Interview question	Participant description
An electronic database is essential and should be established to manage leadership development	IQ1: Do you think that an electronic database (with profiles on competencies, experiences, qualifications, training needs, etc.) should be established to effectively manage leadership development?	An electronic database can greatly contribute to effective leadership development by providing a comprehensive platform for data storage, analysis, customization, and collaboration. It would empower the organization to make informed decisions, tailor development plans, and create a culture of continuous improvement in leadership skills and competencies.
Professional development programs based on skills maps, training needs job task analysis, etc. can contribute to leadership development	IQ2: In your view, would professional development programs designed based on a skills map, training needs analysis, job task analysis, etc. contribute to leadership development?	Professional development programs are structured and planned initiatives designed to enhance the skills, knowledge, and capabilities of individuals in a particular profession or field. These programs aim to improve an individual's performance, job satisfaction, and career prospects by providing opportunities for learning, growth, and skill acquisition.
Skills map		A skills map can play a significant role in leadership development. It is known as a competency framework and is a visual representation or a structured outline of the skills, knowledge, behaviors, and attributes that are required for success in a particular role or domain. When applied to leadership development, a skills map can have several benefits providing clarity and focus, continuous learning, structured development, succession planning, identification of gaps, goal setting, performance evaluation, customization, and feedback.
Training needs analysis		Training Needs Analysis (TNA) plays a crucial role in the development of effective leadership within an organization. It is a systematic process used to identify skill gaps, performance deficiencies, and areas for improvement among employees, including potential leaders. TNA contributes to leadership development through the identification of skill gaps, customized training, focused learning objectives, targeted development strategies, alignment with organizational goals, and cultivating a learning culture.
Job task analysis		Job task analysis is a systematic process that involves breaking down a job role into its essential tasks, responsibilities, skills, and competencies. It provides a detailed understanding of what a job entails and what is required to perform it effectively.

Coaching and mentoring programs		Coaching and mentoring programs are structured initiatives designed to support personal and professional development. These programs provide individuals with guidance, feedback, and resources to help them achieve their goals, enhance their skills, and reach their full potential.
Tabletop exercise		Tabletop exercises are a form of simulation or scenario-based training that organizations use to practice and assess their responses to various situations. These exercises are typically conducted in a discussion-based format rather than involving actual physical actions.
Scenario-based training	IQ3: In what ways would Coaching and Mentoring Programs contribute to leadership development?	Scenario-based training is a learning approach that involves presenting learners with specific situations or scenarios they might encounter in real-life situations. This method of training is often used to help individuals develop practical skills, problem-solving abilities, and decision-making capabilities in contextually relevant situations.
Conferences		Conferences are events where professionals, researchers, experts, and enthusiasts gather to discuss and share knowledge about a particular field or topic. They provide networking opportunities, learning about the latest advancements, and presenting research findings.
Exchange programs		Exchange programs are educational initiatives that allow students to study abroad for a certain period, typically a semester or a year, at a partner institution. These programs offer students the opportunity to experience a new culture, gain exposure to different educational systems, and broaden their perspectives. Exchange programs can be found at various educational levels, including high school, college, and even graduate levels.
Symposia		A symposium (plural: symposia) is a formal gathering or conference where experts, scholars, and individuals interested in a particular topic come together to discuss, share, and exchange ideas, research findings, and knowledge related to that topic. Symposia are often organized around specific themes or subjects, and they provide a platform for in-depth discussions, presentations, debates, and interactions among participants. Symposia can take various formats, such as academic conferences, workshops, seminars, and panel discussions.
Meetings		A meeting is a gathering or assembly of individuals who come together to discuss, share information, make decisions, coordinate actions, or address specific topics or issues. Meetings can occur in various settings, including workplaces, organizations, institutions, or even social groups. They can range from informal discussions to formal sessions, depending on the purpose and context. Meetings typically involve participants exchanging ideas, opinions, and information, to achieve a common objective or resolve certain matters. Meetings can be held in person, over the phone, or through virtual platforms, such as video conferencing tools.

Responses from all Participants to interview sub question 1 generally revealed that an electronic database was essential and should be established to manage leadership development within their organization.

Further, responses from all Participants to interview sub question 2 also showed that professional development programs based on skills maps, training needs, job task analysis, etc. contribute to leadership development within their organization.

Responses from Participants 1, 9, 12, 14, 17, 16, 19, and 22 to interview sub question 3 related that coaching and mentoring programs contribute to leadership development within their organization. However, Participants 2, 3, 4, 5, 7, 8, 20, and 21 pointed out that tabletop exercises and scenario-based training contribute to leadership development within their organization. Participants 6, 11, 13, 10, 18, 19, and 23 stated that (i) conferences, (ii) exchange programs, (iii) symposia, (iv) meetings, and (v) training contribute to leadership development within their organization. Table 8 shows the study participants' responses to interview questions under the domain of management commitment.

Table 8

Emerging Themes From the Management Commitment Domain

Theme	Interview question	Participant description
Establishment of clear objectives	IQ1: In what ways can the Administration manage, evaluate, and monitor transitions?	Establishing clear objectives is a crucial step in any endeavor, whether it's for personal, professional, or organizational purposes. Clear objectives provide direction, focus, and a sense of purpose, helping you measure progress and determine success.
Establishment of timelines		Establishing timelines is an essential task in various contexts, such as project management, historical analysis, storytelling, and more. The level of detail, complexity, and design of your timeline will vary based on its purpose and creative choices. Whether creating a historical timeline or a project schedule, the goal is to present information in a clear and organized manner, making it easy for others to understand the sequence of events.
Establishment of targets and KPIs		Establishing targets and key performance indicators (KPIs) is a crucial process for organizations to effectively measure and manage their progress towards specific goals. This process involves identifying what needs to be achieved, how it will be measured, and what metrics will be used to track success.
Revise policies, practices, and systems		To effectively revise policies, practices, and systems, it's important to follow a structured approach that ensures alignment with organizational goals, legal requirements, and best practices.
Implementation plan		An implementation plan is a detailed document that outlines the steps, resources, timelines, and responsibilities required to successfully execute a specific project, initiative, or task. It serves as a roadmap that guides individuals, teams, or organizations through the process of turning a strategic idea or concept into tangible actions and results.
Vision		A vision statement is a concise and inspiring declaration that outlines the long-term aspirations and goals of an individual, organization, or project. It serves as a guide for decision-making and goal setting, providing a clear direction for the future. A well-crafted vision statement encapsulates the essence of what an entity aims to achieve and the impact it hopes to make in the world.
Equal opportunities	IQ2: How can the Administration create an encouraging environment to support the succession planning processes?	Equal opportunities refer to the concept of ensuring that all individuals, regardless of their background, characteristics, or circumstances, have an equal chance to succeed in various aspects of life, such as education, employment, healthcare, and social participation. The goal of promoting equal opportunities is to eliminate discrimination, bias, and systemic barriers that could prevent certain groups of people from accessing the same benefits and opportunities as others.
Effective deployment of resources		Effective resource deployment requires a combination of strategic thinking, data analysis, collaboration, and

	adaptability. By following these principles, organizations can optimize their resource utilization, improve overall performance, and achieve their desired outcomes.
Spearhead and lead succession planning activities	Spearheading and leading succession planning activities involves developing and implementing strategies to identify, develop, and prepare employees to take on key leadership roles within an organization.
Investment in training and development	Investment in training and development refers to the allocation of resources, both financial and non-financial, to enhance the skills, knowledge, and capabilities of employees within an organization. This is done to improve job performance, increase employee satisfaction, and ultimately contribute to the overall success of the organization. Training and development initiatives can encompass a wide range of activities, including workshops, seminars, online courses, mentoring, coaching, on-the-job training, and more.
Implementation of succession planning elements	Implementing succession planning elements involves a strategic approach to ensure the organization has a pool of skilled and qualified employees ready to take on leadership roles when needed. Succession planning involves identifying, developing, and preparing potential successors for key positions within the organization.

Responses from Participants 2, 3, 4, 7, 8, 9, and 12 to interview sub-question 1 revealed that (i) the establishment of clear objectives, (ii) timelines, (iii) targets and KPIs, and (iv) the revision of policies, practices, and systems are techniques administration can use to manage, evaluate, and monitor transitions within their organization. Yet, Participants 1, 5, 6, 10, 11, 13, 15, 16, 17, 18, 20, 21, 22, and 23 stated that an implementation plan is a method administration can use to manage, evaluate, and monitor transitions within their organization.

Responses from Participants 2, 3, 4, 7, 8, 9, and 12 to interview sub-question 2 also showed that (i) vision, (ii) equal opportunities, (iii) effective deployment of resources, and (iv) spearheading and leading succession planning activities can aid the administration in creating an encouraging environment to support succession planning processes within their organization. Participants 1, 5, 10, 13, 15, 22, and 23 detailed that

investment in training development and implementation of succession planning elements can aid the administration in creating an encouraging environment to support succession planning processes within their organization.

Additionally, Babbie (2017), Burkholder et al. (2016), and Creswell (2014) indicated that discrepant cases in data analysis represented extreme and uncommon data points that had a significant impact on the results and insights derived from the data. The authors purport that understanding their qualities, causes, and potential significance is crucial for making informed decisions about how to incorporate or handle them in the analysis. However, instances of discrepant cases were handled by removing them (they were deemed outliers) due to errors in data collection, recording, and transmission because they provided no relevance to the study.

Interpretation of Results

Results 1

The results under the domain strategy revealed that all 23 participants indicated that this embodied several methods and approaches to succession planning that are vital for any organization. Firstly, all 23 participants felt that the criteria to detect leadership readiness and highly skilled employees should include: (a) performance appraisals and psychometric assessments; (b) leadership assessment and evaluations; and (c) evaluation of communication and team-building skills. These suggestions of participants were supported by research on the detection of leadership readiness (see Al Suwaidi et al., 2020; Barret & Onorato, 2021; Fulmer et al., 2009; Kariuki and Ochiri, 2017; Zulgurnain, 2018). Development of a strategic succession planning strategy includes assessing skills

and competencies to identify future leaders (see Al Suwaidi et al., 2020; Church & Rotolo, 2013; Farthing, 2013; Gallagher, 2017; Halls-Ellis, 2016; Jantti, 2012; Johnson et al., 2018; Martin & O'Shea, 2021). Components of talent identification as indicated by Gelens et al. (2014), Pandita & Ray (2018), Sonnenberg et al. (2014), and Vaiman et al. (2018).

Secondly, all 23 participants believed that the composition of the training and development plan for their organization should entail (i) mission, (ii) vision, (iii) core values, (iv) objectives, (v) action plan, (vi) implementation and sustainability plan, and (vii) monitoring and evaluation Plan. Further, they agreed that their organization's recruitment, selection, and training policy should be revised, and the aspects for revision should be the entry requirements, selection approaches, training curriculum approaches, and regulations.

These indications by the participants were supported by research on components of a succession plan as contended by Hutchinson (2020), Iannucci & Hutchinson (2021), and Iannucci & Perrin (2017). Components of talent acquisition outlined by Garg & Rani (2014), Garvan et al. (2012), Gelens et al. (2014), Hedayah & Li (2016), Lewis & Heckman (2006), Lockwood (2006), Mensah (2018), Muriithi & Makau (2017), Narayanan et al. (2018), Pandita & Ray (2018), Schuler et al. (2014), Thunnissen & Gallardo-Gallardo (2017), Ulrich & Allen (2014), Vaiman et al. (2017), and Vaiman et al. (2018). Talent development (see Kontoghiorghes, 2016; Krishnan & Scullion, 2017; McDonnell et al., 2017; Paisey & Paisey, 2016; Sparrow, 2019; Sparrow et al., 2014;

Sparrow & Makram, 2015; Silzer & Dowell, 2010; Schuler, 2015; Tarique & Schuler, 2010; Thunnissen, 2016; Thunnisen et al., 2013).

Thirdly, all 23 participants indicated that an effective, robust, and strategic succession plan for their organization should embody elements such as (i) strategy, (ii) knowledge management, (iii) talent management, (iv) organizational culture, (v) leadership development, and (vi) management commitment. This was supported by the research on the succession planning model, which incorporates strategy (see Bukhari, 2019; McGee et al., 2005; Tarzijan, 2018; Whittington, 2011). (b) Knowledge Management (see Al-Husseini et al., 2015; Byukusenge & Munene, 2017; Choa & Korte, 2014; Kaur, 2015; Mills & Smith, 2014; Sausanty et al., 2016; Xue, 2017). (c) Talent Management. (see Alferaih, 2018; Fruytier, 2013; Kravariti & Johnston, 2019; Swailes et al., 2014; Thunnissen & Buttiens, 2017; van den Brink & Thunnissen et al., 2013; Vladescu, 2012). (d) Leadership development (see Chapple, 2022; Eskierka, 2011; G. Wang et al., 2016; Hanson, 2013; Jantti, 2012; Parks, 2018; S.W. Davenport, 2012; Timms, 2016; Theus, 2019). (e) Organizational culture (see Abbas & Saad, 2018; Cura, 2018; Eaton & Kilby, 2015; Hacker, 2015; Heris, 2014; Jofreh & Masoumi, 2013; Leithy, 2017; Pathiranage et al., 2020; Polychroniou & Trivellas, 2018; Nipour, 2017; Rashid & Shah, 2016; Schein, 2010; Uddin et al., 2013). (f) Management commitment (Colwell & Joshi, 2013; Dong, 2008; Dong et al., 2009; Evert et al., 2018; Sperber, 2017).

Results 2

The results in the domain of knowledge management encompass varying techniques and mechanisms relevant and essential for succession planning. Participants

generally indicated, in their responses, aspects of the knowledge management framework. Firstly, all 23 participants suggested that contributions to knowledge sharing and transfer in the organization comprise of (i) workshops, (ii) seminars, (iii) symposia, (iv) conferences, and training programs; (v) meetings, (vi) minutes and force orders; (vii) exchange programs; and (viii) overseas courses. These suggestions were supported by the research on knowledge sharing, one component of the knowledge management framework (see Chaman et al., 2021; Dahou et al., 2019; Desouza, 2011; Dijk et al., 2016; Dzunic et al., 2012; Edwards, 2011; Hau et al., 2012; Hsu, 2006; Ghani, 2009; Grimshaw et al., 2012; Gumus, 2007; Lam & Lambermont-Ford, 2010).

Secondly, all 23 participants specified that contributions to knowledge creation and worker fitness in their organization comprise (i) capacity building, (ii) job rotation, and (iii) specialized training. These specifications by participants were supported by the research on (a) knowledge creation as a component of the knowledge management framework (see Addis, 2016; Agassi, 2013; Argote, 2012; Brix, 2014; Choo, 1998; Easterby-Smith & Lyles, 2014; Felin & Hesterly, 2007; Gamble, 2020; Kao et al., 2011; Lyles, 2014; Nonaka, 1994; Nonaka & Takeuchi, 1995; Nonaka & Toyama, 2003; Nonaka & von Krogh, 2009; Rich, 1991; Smith, 2001; von Krogh et al., 2000; Warde, 2010; Wyatt, 2001; Von Krogh et al., 2012). (b) Worker fitness (see Al Dari et al., 2018; Al Suwaidi et al., 2020; Asrar-ul-Haq et al., 2016; Boudreau et al., 2016; Campion et al., 2011; Caza et al., 2018; Grover and Furnham, 2016; Guthrie, 2021; Kim et al., 2013; Lane et al., 2021; Leahey et al., 2017; Nuaimi and Jabeen, 2020; Paulin and Suneson, 2015; Pawlowski et al., 2015; Pollack, 2012; Rayburn et al., 2016).

Thirdly, all 23 participants outlined their contributions to knowledge retention for their organization, which entailed refresher and staff development programs and a comprehensive knowledge management framework and system. Research on knowledge retention (see Al Dari et al., 2018; Al Suwaidi et al., 2020; Asrar-ul-Haq et al., 2016; Boudreau et al., 2016; Caza et al., 2018; Campion et al., 2011; Grover and Furnham, 2016; Guthrie, 2021; Kim et al., 2013; Lane et al., 2021; Nuaimi and Jabeen, 2020; Paulin and Suneson, 2015; Pawlowski et al., 2015; Pollack, 2012; Rayburn et al., 2016) corroborated these indications.

Fourthly, all 23 participants pointed out that to link knowledge and competence with performance for their organization, the approach must incorporate (i) the use of a 360-degree evaluation tool or instrument; (ii) the use of objective assessments; and (iii) the use of key performance indicators and targets. These suggestions given by participants were supported by the research on the (a) 360-Degree Feedback Model (see Alimo-Metcalfe, 1998; Antonooni, 1996; Atwater & Waldman, 1998; Bracken et al., 2001; Brutus et al., 1998; Carter et al., 2005; Chivers & Darling, 1999; Fletcher & Baldry, 1999; Jackson & Greller, 1998). (b) Assessments (see Al Suwaidi et al., 2020; Church & Rotolo, 2013; Farthing, 2013; Gallagher, 2017; Halls-Ellis, 2016; Jantti, 2012; Johnson et al., 2018; Martin & O'Shea, 2021). (c) Performance management (Biron et al., 2011; Brown et al., 2018; Buchner, 2007; Haines & St-Onge, 2012).

Results 3

The results in the domain of talent management incorporate many practices and procedures vital for succession planning. The participants' responses mostly specified

aspects of the talent management framework. Firstly, all 23 participants explained that to acquire and retain high-potential personnel for their organization, it should include (i) attraction and recruit-for-purpose strategies; (ii) advertisements; (iii) incentive packages; (iv) career development opportunities; and (v) clear communication of expectations. This was supported by research on talent analytics (see Biron et al., 2011; Chartered Institute of Personnel and Development, 2013; Davenport et al., 2010; Fitz-Enz & Mattox, 2014; Kamp, 2017; King, 2016; Levenson, 2011).

Secondly, all 23 participants stated that to identify talented employees effectively and efficiently for their organization, the approaches should include (i) the use of talent analytics and performance evaluation; (ii) the provision of a clear career path; and (iii) targeted training and development. These propositions were supported by research on (a) talent analytics (see Angrave et al., 2016; Chartered Institute of Personnel and Development, 2013; Davenport et al., 2010; Fitz-Enz & Mattox, 2014; Kamp, 2017; King, 2016; Levenson, 2011). (b) Talent identification (see Kontoghiorghes, 2016; Krishnan & Scullion, 2017; McDonnell et al., 2017; Paisey & Paisey, 2016; Schuler, 2015; Silzer & Dowell, 2010; Sparrow, 2019; Sparrow et al., 2014; Sparrow & Makram, 2015; Tarique & Schuler, 2010; Thunnisen et al., 2013; Thunnissen, 2016).

Thirdly, all 23 participants proposed that to identify talented employees effectively and efficiently for their organization, the techniques should contain (i) specialization of roles and functions; (ii) succession planning; and (iii) job task analysis. These proposals were supported by research on (a) a talent development framework as contended by Gelens et al. (2014), Pandita & Ray (2018), Sonnenberg et al. (2014), and

Vaiman et al. (2018). (b) Talent acquisition framework as posited by Garg & Rani (2014), Garvan et al. (2012), Gelens et al. (2014), Hedayah & Li (2016), Lewis & Heckman (2006), Lockwood (2006), Mensah (2018), Muriithi & Makau (2017), Narayanan et al. (2018), Pandita & Ray (2018), Schuler et al. (2014), Thunnissen & Gallardo-Gallardo (2017), Ulrich & Allen (2014), Vaiman et al. (2017), and Vaiman et al. (2018). (c) Succession planning (see Ahmad et al., 2017; Al Dari et al., 2018; Al Suwaidi et al., 2020; Argote et al., 2016; Asrar-ul-Haq et al., 2016; Cruickshank, 2018; Easley, 2019; Friday, 2019; Fulmer et al., 2009; Jarrell & Pewitt, 2007; Kariuki & Ochiri, 2017; Nuaimi & Jabeen, 2020; Ogbari et al., 2015; Parks, 2018; Peters-Hawkins et al., 2018; Paulin & Suneson, 2015; Pawlowski et al., 2015; Rayburn et al., 2016; Rothwell, 2005; Rothwell, 2011; Rothwell et al., 2015; Russell et al., 2014; Seniwoliba, 2015; Simoneaux et al., 2014; Zulgurnain, 2018).

Results 4

The results under the domain of organizational culture integrate the identity and purpose of an organization. Participants in their responses and organizational documents typically detail the features of the organizational culture framework. Firstly, all 23 participants stated that there was no succession planning within their organization; rather, what existed was a promotion policy. These claims were supported by the archival and operational data outlined in the Force Orders (2019), GPF Annual Report (2019), GPF Crime Report (2019), GPF Current State Report (2019), GPF Strategic Implementation Plan (2019), GPF National Policing Plan (2019), GPF Situational Analysis Report (2019), GPF Standing Orders revised (2002), GPF Strategic Management Plan

(2019/2021), GPF Traffic Report (2019), Police Act Chapter 16:01 (2012), Standard Operating Procedures for Incident Reporting (2020), and Terms of Reference for Human Resource Officers (2020).

Secondly, all participants related that the impact of the absence of a succession plan was due to (i) incompetent leaders and managers; (ii) no clear career path; and (iii) biased selection of leaders and managers. These claims by participants were supported by research on archival and operational data obtained from the Force Orders (2019), GPF Annual Report (2019), GPF Crime Report (2019), GPF Current State Report (2019), GPF Strategic Implementation Plan (2019), GPF National Policing Plan (2019), GPF Situational Analysis Report (2019), GPF Standing Orders revised (2002), GPF Strategic Management Plan (2019/2021), (j) GPF Traffic Report (2019), (k) Police Act Chapter 16:01 (2012), (l) Standard Operating Procedures for Incident Reporting (2020), and (m) Terms of Reference for Human Resource Officers (2020). (iv) Diminishing selection of leaders and managers based on nepotism and favoritism, as purported by Al Suwaidi (2020), Bevan (2009), Geys (2020), Harrell (2016), Jarrell et al. (2007), McKenna (2015), and Rothwell (2015).

Thirdly, all 23 participants indicated that the benefits of having an effective, robust, and strategic succession plan for their organization will include (i) competent leaders and managers; (ii) leadership continuity; and (iii) timely replacement and filling of vacant leadership and management positions. The indications by participants were supported by research on succession planning, which incorporates (a) competent leaders and managers, (b) leadership continuity, replacement, and (c) filling of vacant positions

(see Al Suwaidi et al., 2020; Easley, 2019; Friday, 2019; Fulmer et al., 2009; Ogbari et al., 2015; Jarrell & Pewitt, 2007; Kariuki & Ochiri, 2017; Parks, 2018; Russell et al., 2014; Zulgurnain, 2018).

Fourthly, all 23 participants proposed that the existing human resource management practices and policies should become a strategy that includes and supports all elements of succession planning. This was supported by research on the succession planning model, which encompasses the elements of succession planning as outlined by Bano (2017), Okwakpam (2019), Jones et al. (2017), Payne et al. (2018), Perrenoud & Sullivan (2017), Peters-Hawkins et al. (2018), Wiesman et al. (2016), and Wilson (2018).

Results 5

The results under the domain of leadership development stem from skills maps, job task analysis, training needs analysis, etc. are the results of leadership development. Thus, participants outlined their views of the leadership development framework. Firstly, all 23 participants indicated that an electronic database was essential to managing leadership development within their organization. This notion by participants was supported by research on knowledge storage as contended by Brynjolfsson & McAfee (2017), Bhattacharya et al. (2019), Coakes (2006), Ferreira et al. (2020), Lavenda (2019), and Paschen et al. (2020). This comprises several methods and technologies, including (a) databases (see Bellatreche et al., 2018; Derclaye, 2005; Figueiredo & Pereira, 2017; Herrmann et al., 2018; Igbinovia & Ikenwe, 2018; Jarrahi et al., 2023; Morzy et al., 2016; Pavlo et al., 2017; Ouared et al., 2016; Wu et al., 2017). (b) Document management systems, according to Abbasova (2020), Ahmad et al. (2017), and Fangyu et al. (2021).

(c) Knowledge management systems (see Abdullabi et al., 2005; Alavi & Leidner, 2001; Desouza, 2011; Dzunic et al., 2012; Edwards, 2011; Egbu, 2003; Gallupe, 2000; Ghani, 2009; Groff & Jones, 2003). Cloud storage, as outlined by Attaran & Woods (2019), Liu & Dong (2012), Masrom & Rahimli (2014), Shen & Tong (2010), Su et al. (2016), and Zhang (2019), File systems (Di & Panjwani, 2021; Gao et al., 2019; Kyoungsoo et al., 2017). Wikis (see Gonzalez-Reinhart, 2005; Gruhn & Hannebauer, 2012; Howley, 2007; Lamb, 2004; Leifer, 2015; Leuf & Cunningham, 2001; Mader, 2006a; Mader, 2006b; Martinsen & Miller, 2016; Naisha, 2006; Neff, 2013; Parker & Chao, 2008; Parker & Choa, 2007; Parker et al., 2019; Reinhold, 2006; Schaffert et al., 2006a; Schaffert et al., 2006b; Schelly et al., 2015; Schwartz et al., 2004; Tonkin, 2005; West & West, 2009; Woolf, 2006).

Secondly, all 23 participants stated that contributions to leadership development based on a skills map, training, job task analysis, etc. for their organization can include professional development programs. This view by participants was supported by research on (a) an action learning model (see Bannan-Ritland, 2001; Bouden & De Laat, 2005; Conger & Toegel, 2003; Corley & Thorne, 2006; Coughlan et al., 2002; Coughlan & Coghlan, 2004) developed by Reg Revans, a British physicist and management consultant, in the 1940s (see Pedler, 2017; Pedler, 2021). (b) Effective leadership development programs typically have clear objectives, are tailored to the needs and goals of individuals or organizations, and are aligned with the organization's vision, values, and strategic direction, as purported by Ardichvili & Manderscheid (2016), Hanson

(2013), Hollon (2013), Kiellstrom et al. (2020), Mabey (2013), Pennington (2011), and Probert & Turnball (2011).

Thirdly, all 23 participants believed that additional contributions to leadership development can also include (i) coaching and mentoring programs; (ii) tabletop exercises and scenario-based training; (iii) conferences; (iv) exchange programs; (v) symposia; (vi) meetings; and (vii) training. The views were supported by research on the provision of training and education to employees (see Dahou et al., 2019; Gumus, 2007; Hau et al., 2012; Hsu, 2006; Lam & Lambermont-Ford, 2010). The use of the KMS and other knowledge-sharing tools, as well as workshops and seminars on specific topics (see Alavi & Leidner, 2001; Hashim & Tan, 2015; Zhang & Chen, 2018), Identifying potential candidates for key positions and developing their skills and competencies through training, mentoring, and coaching programs (see Goodwin & Graebe, 2017; Halls-Ellis, 2015; Page & Gerstberger, 2019; Schiuma, 2012; Turner, 2018).

Results 6

The results under the domain of management commitment capture a framework organized around support, management, and evaluation and entail top management creating an encouraging environment for succession planning. Participants noted their opinions on the management commitment framework. Firstly, all 23 participants stated that the techniques the administration can use to manage, evaluate, and monitor transitions within their organization are (i) the establishment of clear objectives; (ii) timelines; (iii) targets, KPIs, and revision policies, practices, and systems; and (iv) the use of an implementation plan. These views of participants were supported by research

on (a) the development of a succession plan that guides the actions to be taken when a key position becomes vacant (see Hanson, 2013; Jones et al., 2017; Leskiw & Singh, 2017; Owolabi & Adeosun, 2021; Rothwell, 2011). (b) Identification of potential successors, their development needs, and timelines for developing them (see Alferaih, 2018; Church & Rotolo, 2013; Halls-Ellis, 2015; Kravariti & Johnston, 2019; McKenna, 2015; Mills & Smith, 2014; Rothwell, 2015; Swailes et al., 2014). (b) Continuous monitoring of the progress of potential leaders and making necessary adjustments to the succession plan based on their performance, development, and readiness to assume leadership roles (see Clark, 2015; Hosseini et al., 2018; Kiwia et al., 2019; Pandey & Sharma, 2014). (c) Evaluating the effectiveness of the succession plan regularly to ensure that it is achieving its objectives and making changes where necessary to improve its effectiveness (see Akinde, 2021; Ali & Mchreen, 2019; Byers, 2016; Ibarra, 2005; Jantti, 2012; Kim, 2010; Kunath, 2022; Parks, 2018; Perrenound & Sullivan, 2017; S.W. Davenport, 2012; Theus, 2019). (d) communicating the succession plan to all stakeholders within the organization to ensure that everyone understands the importance of the process and their role in it (see Al-Husseini et al., 2015; Byukusenge & Munene, 2017; Choa & Korte, 2014; Mishra & Mohanty, 2022; Rothwell, 2016; Sausanty et al., 2016).

Secondly, all 23 participants indicated that the administration creates an encouraging environment to support succession planning processes within their organization through (i) vision, (ii) equal opportunities, (iii) effective deployment of resources, (iv) spearheading and leading succession planning activities, (v) investment in

training and development, and (vi) implementation of the succession planning elements.

Research on the Management Commitment Framework, which drives organizational

success, supports these propositions (see Fink, 2010; Hinden & Tebbe, 2003; Kane &

Barbaro, 2016; Kano & Lee et al., 2018; Ritchie, 2020; Yusliza et al., 2019). (a)

Leadership development, which includes a combination of (i) formal training, (ii)

experiential learning, (iii) mentoring, (iv) coaching, and (v) self-assessment (see Day et

al., 2014; Gagnon & Collinson, 2014; Hall, 2005; Loew & O' Leonard, 2012; Lord &

Komives et al., 2006; Ruderman et al., 2014; Yukl, 2009; Ziskin, 2015). (b) Talent

development framework as explained by Gelens et al. (2014), Pandita & Ray (2018),

Sonnenberg et al. (2014), and Vaiman et al. (2018). (c) Training and education of

employees (see Dahou et al., 2019; Gumus, 2007; Hau et al., 2012; Hsu, 2006; Lam &

Lambermont-Ford, 2010). (d) Development of a succession plan (Hanson, 2013; Jones et

al., 2017; Leskiw & Singh, 2017; Owolabi & Adeosun, 2021; Rothwell, 2011), which

incorporates elements such as (i) a strategy (see Bukhari, 2019; McGee et al., 2005;

Tarzijan, 2018; Whittington, 2011). (ii) Knowledge management (see Al-Husseini et al.,

2015; Byukusenge and Munene, 2017; Choa and Korte, 2014; Kaur, 2015; Mills and

Smith, 2014; Sausanty et al., 2016; Xue, 2017). (iii) Talent management (see Alferaih,

2018; Kravariti and Johnston, 2019; Swailes et al., 2014; Thunnissen and Buttiens, 2017;

Thunnissen et al., 2013; van den Brink and Fruytier, 2013; Vladescu, 2012). (iv)

Leadership development (see Eskierka, 2011; Chapple, 2022; Hanson, 2013; Jantti, 2012;

Parks, 2018; S.W. Davenport, 2012; Theus, 2019; Timms, 2016). (v) Organizational

culture (see Ben Saad & Abbas, 2018; Cura, 2018; Eaton and Kilby, 2015; Hacker, 2015;

Heris, 2014; Jofreh & Masoumi, 2013; Leithy, 2017; Nipour, 2017; Polychroniou & Trivellas, 2018; Pathiranage et al., 2020; Rashid & Shah, 2016; Schein, 2010; Uddin et al., 2013). (vi) Management commitment. (see Colwell & Joshi, 2013; Dong, 2008; Dong et al., 2009; Evert et al., 2018; G. Wang et al., 2016; Sperber, 2017).

Implications for Professional Practice

Succession planning is crucial for the achievement of organizational mission, goals, and objectives (see Beever, 2008; Bjorkmen, 2013; Church et al., 2015; LaForest & Kubica, 2010; Shah, 2011). Notably, public organizations and law enforcement agencies encounter problems related to moving from replacement planning to the succession planning approach and experience challenges related to filling vacancies for leadership and management positions (see Flynn, 2006; Gothard & Austin, 2013). As a consequence, Boyatzis (2008), Charan et al. (2010), Carriere et al. (2009), Culp et al. (2007), Gangani et al. (2006), Glamuzina (2015), Hor et al. (2010), Jokinen (2005), Murray (2007), Shippmann et al. (2000), and Westera (2001) indicated that succession planning requires more than just an organization chart that indicates who holds what position within the organization. Further, several authors pointed out that it is imperative to recognize the importance of succession planning in shaping successful organizations (see Allen et al., 2011; Ferrin & Dirks, 2002; Gothard & Austin, 2013; Hamann, 2016; Hill, 2005; Jabeen & Isakovic, 2018; Mehrtak et al., 2017; Mirchandani & Ikerd, 2008; Mourougan, 2015; Mugo et al., 2015; Seniwoliba, 2015; Van Nguyen & Giang, 2013; Wisker & Poulis, 2015).

It was discovered that the overall results of the study were supported by published research and existing literature reviewed rather than the archival and operational relevant data reviewed. The archival and operational data provided an understanding only of the problems faced by the client organization.

Deliverables and Recommendations

The results of the study and the literature generally provided several approaches and techniques for the employment of an effective, robust, and strategic succession plan for public organizations and law enforcement agencies. However, the study participants' results did not align with all the components of a succession plan based on existing literature. As such, the following recommendations have become necessary for implementation by public organizations and law enforcement agencies.

Recommendation 1

The knowledge management framework, which is a systematic approach or structure used to manage an organization's knowledge assets and leverage them for improved performance and innovation, involves processes, tools, and strategies to create, capture, organize, store, retrieve, and distribute knowledge throughout the organization (see Al Dari et al., 2018; Al Suwaidi et al., 2020; Asrar-ul-Haq et al., 2016; Boudreau et al., 2016; Campion et al., 2011; Caza et al., 2018; Grover & Furnham, 2016; Guthrie, 2021; Kim et al., 2013; Lane et al., 2021; Leahey et al., 2017; Nuaimi & Jabeen, 2020; Paulin & Suneson, 2015; Pawlowski et al., 2015; Rayburn et al., 2016; Pollack, 2012). So, for law enforcement and public organizations, the knowledge management framework should also include (a) knowledge capture, which means finding knowledge

sources and organizing knowledge into different groups, as explained by Clark et al.

(2001), Dzekashu & McCollum (2014), Gurney et al. (2014), Igbinovia & Ikenwe (2020),

Korimbocus et al. (2018), Nakata & Benedetto (2012), and Zammit et al. (2018). (b)

Knowledge storage, which includes the process of collecting, organizing, and storing

information and knowledge for future use, as purported by Bhattacharya et al. (2019),

Brynjolfsson & McAfee (2017), Coakes (2006), Ferreira et al. (2020), Lavenda (2019),

and Paschen et al. (2020). (c) The Knowledge Retrieval Framework encompasses a range

of techniques, tools, and processes utilized to extract information or knowledge from

diverse sources (refer to Chen & Hsiang, 2004; MacGregor et al., 1988; Minakova &

Falikman, 2011; Noor et al., 2019; Liu et al., 2007; Yao et al., 2007). (d) Knowledge

Application Framework (KAF) consists of a methodology for applying scientific

knowledge to real-world problems (see Jarrahi et al., 2023; Shali et al., 2022; Ugwu &

Onyancha, 2019). (e) The Knowledge Update Framework (KUF) incorporates a system

that facilitates the continuous learning and adaptation of knowledge-based systems

(Merlo, 2017; Moher et al., 2015; Obrenovic et al., 2015; Sanzogni et al., 2017; Swan &

Scarbrough, 2019; Wu & Hu, 2018).

Recommendation 2

The results and literature generated on leadership development techniques and

approaches included notions of conferences, seminars, symposia, workshops, and training

programs, among others. However, the results did not align with the existing literature on

leadership development models. Thus, it is recommended that public organizations and

law enforcement agencies utilize the following models or approaches to enhance

leadership skills and capabilities: These constitute the (a) The situational leadership model is based on the leader's ability to adjust their style to the maturity or readiness level of the individual or group being led (see Chin & Trimble, 2015; Crosby, 2021; Farmer, 2012; Parse, 2018; Thompson & Vecchino, 2009). (b) The transformational leadership model focuses on inspiring and motivating followers to achieve their full potential and exceed expectations (see Antonakis & House, 2002; Ghadi et al., 2013; Judge & Piccolo, 2004; Kovjanic et al., 2013; Liaw et al., 2010). (c) Servant leadership is a leadership model that emphasizes the leader's role as a servant to their followers, prioritizing the needs of others before their own (see Carter & Baghurst, 2014; Chan & Mak, 2014; Hess, 2013; Hunter et al., 2013; Mahembe & Engelbrecht, 2014; Miao et al., 2014; Parris & Peachey, 2013; Peterson et al., 2012; Rezaei et al., 2012; Sendiaya & Pekerti, 2010; van Dierendonck, 2011; van Dierendonck et al., 2014). (d) The authentic leadership model is a leadership approach that emphasizes the importance of being true to oneself, honest, and transparent in interactions with others (see Avolio, 2010; Eagly, 2005; Gardner et al., 2011; Luthan & Avolio, 2003; Neider & Schriesheim, 2011; Walumbwa et al., 2008). Bill George, the former CEO of Medtronic, developed this model based on his leadership experience and his research on successful leaders (see George & Clayton, 2022; George, 2003; George, 2007; Leavy, 2023). (e) Adaptive leadership is a leadership model developed by Ronald Heifetz and Marty Linsky that focuses on leading through change and tackling complex problems (see Heifetz et al., 2009; Lovett et al., 2023; McKimm et al., 2021; McKimm et al., 2023).

Deliverables for Client Organization

The specific deliverable that was developed included the perspectives of the participants and insights obtained from existing literature, such as journals, articles, and scholarly works on elements of succession planning. These elements together provided a fundamental framework in which succession planning should be implemented. This took the form of a robust, effective, and strategic succession plan for the client organization and, by extension, law enforcement agencies and public organizations (see Appendix 'F').

The succession plan for the client organization, law enforcement agencies, and public organizations would entail (i) an executive summary, (ii) a mission statement, (iii) a vision statement, (iv) core values, (v) strategic pillars and priorities, (vi) a SWOT analysis, and (vii) a strategic framework. The strategic framework consists of a descriptive layout of the main domains of the conceptual framework and the literature reviewed as strategic pillars, along with their emerging themes from the data collected as strategic activities. This then takes the form of (i) strategic objectives, (ii) measurable objectives, (iii) resources required, and (iv) strategic activities. The implementation and sustainability plan for each strategic pillar consists of (i) strategic objectives, (ii) strategic activities, (iii) projected cost, (iv) lead personnel, and (v) implementing personnel. The monitoring and evaluation plan for each strategic pillar consists of (i) strategic objectives, (ii) strategic activities and targets, and (iii) key performance indicators.

Recommendations for Future Research

I used a qualitative case study design to uncover strategies and approaches for public organizations and law enforcement agencies to employ an effective, robust, and strategic succession plan. A limitation of this study is that the results were based on 23 study participants' viewpoints and experiences about the client organization, which are not necessarily transferable to other public sector organizations and law enforcement agencies. Thus, because the research sample data were collected from the selected single organization with convenient and purposeful sampling methods, further research would be crucial to substantiate and determine the aptness of generalizing these results. Therefore, future research can direct their attention to other settings, such as not-for-profit and private organizations and companies, with a representation of positions, occupations, and work groups therein. Moreover, investigate the significance and contributions of the traits approach, skills approach, behavioral approach, path-goal theory, leader-member exchange theory, and training and development to succession planning for both public and private organizations.

Implications for Positive Social Change

This study contributed to and promoted positive social change by introducing succession planning as an organizational practice. This intends to influence and shape the culture of the client organization, public organizations, and law enforcement agencies from having a promotion policy and replacement planning to effective, robust, and strategic succession planning (see Allan et al., 2015; Bjorkmen, 2013; Beever, 2008; LaForest & Kubica, 2010). I achieved this based on participant results and existing

literature on the six comprehensive and practical elements needed to facilitate an effective, robust, and strategic succession plan.

Strengths and Limitations of the Study

The strengths of the study include the following: (a) It offered a structured solution for leadership transitions with public organizations and law enforcement agencies. (b) It provided detailed approaches and techniques for implementing an effective, robust, and strategic succession plan for public organizations and law enforcement agencies.

Limitations were aspects of the study that impacted the findings beyond my control (see Lingard, 2015). The limitations of a study shed light on the probable results of future research endeavors (see Bhadauria, 2019; Greener, 2018). There were also problems with the study and research mistakes because of (i) a small sample size, (ii) hard access to archival and operational data, and (iv) a small geographical scope (see Connelly, 2013; Wang et al., 2015).

The first limitation was time constraints that hampered accessing sufficient data from study participants. The second limitation was the possibility that some participants withheld important information out of fear of losing their positions. The third and final limitation was the generalization of findings from a small sample size; it was possible that the opinions of the study participants did not necessarily reflect those of the general population.

I used a qualitative professional administrative study design to uncover strategies and approaches for public organizations and law enforcement agencies to employ an

effective, robust, and strategic succession plan. A limitation of this study was that the results were based on 23 study participants' views, experiences, proposed approaches, and organizational archival and operational data utilized based on the nature of the client organization. This is not necessarily transferable to other public-sector organizations and law enforcement agencies. Thus, because the research sample data were collected from the selected single organization with convenient and purposeful sampling methods, further research would be crucial to substantiate and determine the aptness of generalizing these results. Therefore, future research can direct their attention to other settings, such as not-for-profit and private organizations and companies, with a representation of positions, occupations, and work groups therein. Moreover, it investigates the significance and contributions of the traits approach, skills approach, behavioral approach, path-goal theory, leader-member exchange theory, and training and development to succession planning for both public and private organizations.

Summary

Section (4) briefly reviewed the purpose of the study, the research question(s), and deliverables. This was followed by a detailed discussion on findings and implications, data analysis, results, deliverables, and recommendations, the strengths and limitations of the study, and a summary and transition to Section 5, which includes the dissemination, plan, and conclusion.

Section 5: Dissemination Plan and Conclusion

The dissemination plan is crucial for sharing the findings of this professional administrative study on the effective, robust, and strategic succession plan for the client organization, law enforcement agencies, and public organizations. A well-structured dissemination plan ensures that the study reaches the right audience and has a meaningful impact. The step-by-step approach in the dissemination plan is based on the following.

The groups that would benefit from the project include employees of the client organization, law enforcement agencies, and public organizations. These employees include human resource managers, senior managers, middle managers, supervisors, and other employees within organizations in the public sector. I will select the appropriate channels to reach the target audience. The intended use of traditional and digital platforms includes the following: The client organization's managers and leaders will receive the findings at their annual conferences. I will host webinars to disseminate key insights and interact with a wider audience, including public service employees. I will publish detailed reports that outline the research methodology, findings, and recommendations. We will share snippets, infographics, and updates about the study on platforms like LinkedIn, Twitter, and Facebook. I will present the findings to client organization leadership and human resources teams to stimulate internal change. I will also submit the study to relevant academic journals so that it can contribute to the scholarly discussion on succession planning.

I will develop content that is easily digestible and engaging for the target audience. This will include the following:

- Executive summaries: I will provide condensed versions of the findings for busy professionals.

- Infographics: I will provide visual representations of key data and insights.

- Case studies: Real-life examples of effective, robust, and strategic succession planning strategies will be delivered.

- I will create short videos explaining the research and its implications.

- Interactive tools: I will develop online tools or calculators related to succession planning metrics.

- Timing and frequency: To maintain consistency, I will determine the best times for the target audience to interact with the dissemination content on a monthly, quarterly, and annual basis.

- Collaborations and partnerships: To reach a broader audience and to leverage their influence and credibility, I intend to collaborate with officials within governmental organizations, nongovernmental organizations, and law enforcement agencies.

- I will encourage feedback and engagement from the target audience. I will entertain comments, questions, and discussions related to the research to create a meaningful dialogue.

- Measurement and evaluation: I will establish measurable goals for the dissemination efforts, such as the number of downloads, views, shares, or engagement metrics. Regular evaluation of the progress will be conducted to adjust the plan based on the feedback and results.

- Continuous learning and improvement: The overarching goal of the dissemination plan is for continuous learning and improvement. To do this, I will monitor which channels and types of content yield the best results and refine the plan accordingly for future dissemination efforts.

The dissemination plan is not a one-size-fits-all approach. It is a tailored plan unique to the characteristics of the study, the target audience, and the platforms that will best reach and engage stakeholders.

Summary

The study results revealed that the succession planning model has become essential for leadership and management continuity and for achieving the goals and objectives of client organizations, public organizations, and law enforcement agencies. Section 5 addressed the dissemination plan in terms of (i) target audience, (ii) dissemination channels, (iii) timing and frequency, (iv) feedback and engagement, (v) measurement and evaluation, and (vi) continuous learning and improvement.

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Appendix A: Interview Protocol

Instructions. Good …….……... I am a researcher and a student of Walden University pursuing my Doctorate in Public Administration. As partial completion of my academic requirement to graduate, I must complete a Doctorate in Public Administration Professional Administrative Study. The title of my Professional Administrative Study is 'An Effective, Robust, and Strategic Succession Plan for the client organization. Thus, the purpose of this interview is to obtain your opinions/views on how an effective, robust, and strategic succession plan can be adopted into the client organization to contribute to organizational efficiency and effectiveness. Please note that there are no right or wrong answers. I would like you to feel free to say what you think and how you feel. Thank you for participating in this study.

Tape Recorder Instructions. If permitted by you, I would like to tape-record our discussions. The purpose of this is to facilitate gathering all the information, while at the same time being able to be attentive when in discussion with you. I assure you that all your responses shall be treated with the strictest confidence. Also, I will be compiling a report which will encompass all participants' responses without referring to any participant in the study.

Preamble/Consent Form Instructions. Before we commence this interview session, please take some time to read the preamble and sign the consent form.

Semi-structured Interview Questions

Elements of Succession Planning	Interview Questions	Responses
Strategy (Al Suwaidi et al., 2020; (Barret & Onorato, 2021; Fulmer et al., 2009; Kariuki & Ochiri, 2017; Zulgurnain, 2018)	1. What criteria can be used to detect leadership readiness and highly skilled employees?	
	2. What elements or factors should comprise the training and development plan?	
	3. What aspects of the Recruitment, Selection, and Training policy should be revised?	
	4. What aspects should be considered for the development of a robust, effective, and strategic succession plan?	
Knowledge Management (Al Dari et al., 2018; Al Suwaidi et al., 2020; Asrar-ul-Haq et al. 2016; Boudreau et al., 2016; Campion et al., 2011; Caza et al., 2018; Grover & Rayburn et al., 2016; Guthrie, 2021; Furnham, 2016; Jabeen, 2020; Kim et al., 2013; Lane et al., 2021; Nuaimi & Leahey et al., 2017; Paulin & Suneson, 2015; Pawlowski et al., 2015; Pollack, 2012)	1. In your opinion, would workshop, seminars, symposiums, conferences, and training programs contribute to knowledge sharing and transfer?	
	2. Do you think job rotation would contribute to knowledge creation and worker fitness?	
	3. In your view, would refresher programs and staff development programs contribute to knowledge retention?	
	4. How can training needs analysis and performance appraisals link knowledge and competence with performance?	

Talent Management (Al Suwaidi et al., 2020; Ariss et al., 2014; Barriere et al., 2018; Ganaie & Haque, 2017; Kim et al., 2014; Mercadal, 2019; Nijis et al., 2014; Sareen & Mishra, 2016)	1. Do you think Attraction and Recruit-for-Purpose Strategies aid the organization in acquiring and retaining high-potential personnel?	
	2. How can the Administration of the organization effectively identify talented employees?	
	3. How can the Administration of the organization manage and develop high-potential personnel?	
Organizational Culture (Al Suwaidi et al., 2020; Bozer et al., 2015; Ellinas et al., 2017; Gochhavat et al., 2017; Gothard & Austin, 2013; Jabeen & Isakovic, 2018; Joseph & Kibera, 2019; Jabeen & Isakovic, 2018; Kumar, 2016; Rani & Srivastava, 2016)	1. Can you say whether the organization has a policy for filling leadership and management positions?	
	2. In what ways the absence of succession planning has hindered the effectiveness and efficiency of the organization?	
	3. In what ways would a robust, effective, and strategic succession plan benefit the organization?	
	4. What aspects of human resource management practices and policies need to be reviewed to include and support succession planning?	
Leadership Development (Boyatzis, 2008; Chang et al., 2015; Charan et al., 2010; Culp et al., 2007; Gangani et al., 2006; Glamuzina,	1. Do you think that electronic databases (with profiles on competencies, experience, qualifications, training needs, etc.) should be established to effectively manage leadership development?	
	2. In your view, would professional development programs designed based on a Skills Map, Training Needs Analysis, Job Task Analysis, etc. contribute to leadership development?	

2015; Jokinen, 2005; Mercadal, 2019; Northouse, 2019; Poulsen, 2013; Rani & Srivastava, 2016; Shippmann et al., 2000; Westera, 2001)	3. In what ways would Coaching and Mentoring Programs contribute to leadership development?	
Management Commitment environment (Al Suwaidi et al., 2020; Bozer et al., 2015; Ciampa, 2016; Oduwusi, 2018; Gothard & Austin, 2013)	1. In what ways can Administration manage, evaluate, and monitor transitions?	
	2. How can Administration create an encouraging environment to support the succession planning processes?	

Appendix B: Recruitment Flyer

Interview study seeks leaders and managers of the client organization interested and knowledgeable about Succession Planning

There is a new study called "***An effective, robust and strategic succession plan for Law Enforcement Agencies and Public Organizations***" that could ensure leadership continuity for law enforcement agencies, public organizations, and the field of public administration. For this study, you are invited to describe your experiences of the current promotion system and offer strategies and approaches for the employment of an effective, robust, and strategic succession plan.

This interview is part of the doctoral study in Public Administration, as a student at Walden University. Interviews will take place during November 2022.

<u>About the study:</u>
- One 30-90-minutes face-to-face interview that will be audio recorded.
- Your responses and comments shared will remain confidential.
- You would receive a thank you card for participating in the study.

<u>Volunteers must meet these requirements:</u>
- Currently in a leadership or Management Position
- Knowledge of Succession Planning
- Knowledge of Current Promotion System
- Interested in participating in study

Appendix C: Deliverable for Client Organization, Law Enforcement Agencies, and

Public Organizations: An Effective, Robust, and Strategic Succession Plan

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Executive Summary

This succession plan is an essential component of a long-term organizational strategy, ensuring that organizations are well-prepared for leadership transitions. By nurturing and developing internal talent, they can strengthen their ability to thrive in an ever-evolving public sector landscape and continue delivering value to their stakeholders. Implementation and regular review of this plan will be key to its success, as the organizations remain committed to their continuous improvement.

The three-year plan was informed and framed based on a professional administrative study that explored the need for succession planning to be employed within law enforcement agencies and public organizations. The study found that most law enforcement agencies and public organizations have no succession plan to ensure leadership continuity for efficiency and improvement. Therefore, this plan's primary objective is to create a structured and proactive approach to leadership development and transition management. By doing so, the plan aims to mitigate potential disruptions caused by leadership turnover, foster organizational continuity, and promote the growth and development of employees.

Finally, the three-year succession plan embodies a mission and vision statement, core values, strategic priorities, SWOT analysis, a strategic framework, an implementation and sustainability plan, and a monitoring and evaluation plan.

Mission Statement

The mission of the succession plan is to ensure the seamless transition of leadership and expertise, fostering a culture of growth, innovation, and continuity through the commitment of identifying, developing, and nurturing a diverse pool of talent and equipping them with the skills and knowledge needed to lead and excel in their roles.

Vision Statement

The vision for our succession plan is to cultivate a thriving legacy of leadership excellence that ensures the sustained success of our organization through mentorship, continuous learning, and a culture of accountability.

Core Values

The core values to ensure a smooth transition of leadership include:

- **Leadership Excellence**. Successors exemplify strong leadership qualities consistent with the organization's values.

- **Integrity**. Successors demonstrate the highest level of integrity and ethics.

- **Client Focus**. Successors understand the importance of client-centric approaches and are committed to delivering exceptional service.

- **Innovation**. Leaders have a strong track record of fostering creativity and driving innovation.

- **Employee Development**. Successors are committed to nurturing and mentoring talent within the organization.

- **Diversity and Inclusion**. Successors are committed to fostering a diverse and inclusive work environment.

- **Financial Stewardship**. Leaders are skilled at managing resources wisely and making fiscally sound decisions.

- **Collaboration**. Successors can build strong cross-functional teams and foster a culture of collaboration and cooperation.

- **Adaptability**. Choose leaders who are adaptable and open to change.

- **Community Engagement**. Successors who are committed to corporate social responsibility and engaging with the community.

- **Transparency**. We clearly communicate the succession plan to employees, shareholders, and stakeholders to maintain trust and confidence in the transition process.

- **Sustainability**. The successors demonstrate a strong commitment to environmentally responsible practices and sustainable organizational strategies.

- **Long-term Vision.** Instead of concentrating only on short-term gains, successors align with the organization's long-term vision.

- **Quality**. Successors are dedicated to maintaining or improving the quality of their products and services.

- **Safety**. Successors prioritize the safety and well-being of employees, customers, and the public.

Strategic Pillars/Priorities

Strategic pillars, also known as strategic priorities or strategic focus areas, are fundamental elements or key areas of focus that guide an organization's strategic direction and decision-making. These pillars represent the most critical aspects of an organization's strategy and serve as a framework for achieving its mission and long-term goals.

The strategic pillars for this succession plan include the following:

1. **Strategy.** focuses on decisions about how resources should be allocated for the achievement of objectives related to an effective, robust, and strategic succession plan.

2. **Knowledge Management.** focuses on the practice of defining, identifying, organizing, structuring, creating, sharing, transferring, storing, and controlling knowledge, experience, and information for an organization.

3. **Talent Management.** focuses on the process of finding, hiring, training, and retaining employees who possess the aptitude and drive to excel and advance the objectives of an organization.

4. **Leadership Development.** focuses on the process of enhancing employees' ability to function in leadership and management positions within organizations.

5. **Organizational Culture.** focuses on the collections of beliefs, values, and methods of interaction that create the environment of organizations.

6. **Management Commitment.** focuses on the actions, choices, or strategies made or adopted by top management to ensure leadership continuity within an organization.

SWOT Analysis

SWOT analysis is a valuable tool to assess the current situation by identifying strengths, weaknesses, opportunities, and threats related to succession planning for an organization.

Strengths	Weaknesses
• **Talented Leadership Pool**. Skilled and qualified potential employees in which to evaluate the quality and readiness of potential successors within the organization. • **Internal Knowledge and Culture**. Potential successors possess institutional knowledge and are familiar with the organization's culture, values, and processes, which enables seamless transition. • **Cost Efficiency**. Succession planning is more cost-effective than external hiring, as it reduces recruitment expenses. • **Retention and Motivation**. A well-structured succession plan boost employee morale and engagement, as it provides career growth opportunities.	• **Limited Talent Pool**. Inadequate potential successors within the existing workforce. • **Resistance to Change**. Current leaders are resistant to stepping down or sharing knowledge, which hinders the succession process. • **Skill Gaps.** Some internal candidates lack the necessary skills or experience for higher-level positions, requiring extensive development efforts. • **Succession Planning Expertise.** The HR department lacks expertise in succession planning. • **Lack of Diversity.** There is a lack of diversity among potential successors, which leads to issues related to inclusivity and fresh perspectives.

• **Customized Development**. Development programs address specific skills and competencies needed for future leadership roles.	
Opportunities	**Threats**
• **Strategic Alignment**. Use succession planning as an opportunity to align leadership development with the organization's long-term strategic goals. • **Mentorship and Knowledge Transfer**. Encourage retiring leaders to mentor and transfer their knowledge to successors to ensure a smooth transition. • **Inclusivity and Diversity**. Actively seek diverse candidates for succession planning to enhance creativity and represent a broader range of perspectives. • **Succession Technology**. Embrace technology and software solutions that can streamline the succession planning process and provide data-driven insights. • **Talent Acquisition**. Develop relationships with external talent pools, such as industry networks or educational institutions, to supplement internal succession options.	• **Leadership Gaps**. Key leaders who unexpectedly leave or retire without a suitable successor in place lead to disruption of the organization's stability and performance. • **Competitive Recruitment.** External organizations recruit top talent and skilled employees who have not been adequately engaged and developed as potential successors. • **Resistance from Employees**. Employees resist succession decisions, especially when they perceive them as unfair or biased. • **Economic Uncertainty**. Uncertain budget allocations impact succession planning and development programs.

The conduct of a SWOT analysis for succession plans provided valuable insights into the client organization's readiness and potential challenges. These insights can help develop an effective, robust, and strategic succession plan for the client organization that addresses weaknesses, leverages strengths, seizes opportunities, and mitigates threats to ensure a smooth transition of leadership when required.

Strategic Framework

This strategic framework is a structured approach or plan for succession planning to guide decision-making and actions to achieve their long-term goals and objectives. It serves as a roadmap for aligning resources, processes, and efforts toward a common strategic direction. Further, it serves as a reference point for decision-making at all levels of the organization and helps ensure that resources are used efficiently and effectively to drive success.

Strategic Pillar 1: Strategy			
Strategic Objectives	**Measurable Objectives**	**Resources Required**	**Strategic Activities**
1. Establish criteria to detect leadership readiness and highly skilled employees.	1. Develop instruments and assessments tools to guide detection of leadership readiness and highly skilled employees by the first year.	▪ Policy Analysts/ Consultants ▪ Funding ▪ Assessment Tools/Software ▪ Software Developer/Consultant ▪ Top Management & Cabinet Approval ▪ Training & Awareness Sessions ▪ Stakeholder Consultation Sessions ▪ Publications/Circulars	1. Conduct yearly and half-yearly performance appraisals. 2. Utilize psychometric assessments to measure potential successors traits, abilities, and aptitudes. 3. Conduct leadership assessments & evaluations to identify potential successors leadership skills, qualities, and potential.

			4. Conduct evaluation of communication and teambuilding skills assess potential successors' ability to effectively communicate ideas, actively listen, adapt to different situations, collaborate with others, resolve conflicts, build trust, delegate tasks, and motivate and support team members.
2. Identify elements/ factors for a training and development plan.	2. Formulate training and development plan based on key elements /factors that comprise action plans by the first year.	▪ Funding ▪ Policy Analysts/ Consultants ▪ Top Management Approval ▪ Stakeholder Consultation Sessions ▪ Website ▪ Social Media ▪ Awareness Sessions ▪ Publications ▪ Circulars	1. Develop Training and Development Plan inclusive of elements/ factors such as, mission, vision, core values, action plan, implementation and sustainability plan, and monitoring and evaluation plan.
3. Determine the aspects of the Recruitment, Selection,	3. Revise the keys aspects of the Recruitment,	▪ Funding	1. Revise Entry Requirements for

and Training Policy that requires revision.	Selection, and Training Policy by the first year.	- Policy Analysts/ Consultants - Top Management & Cabinet Approval - Awareness Sessions - Publications - Circulars - Stakeholder Consultation Sessions	admission of applicants to organizations. 2. Revise Selection Approaches based on a robust multi-criterion to choose candidates for organizations. 3. Conduct Early Planning well in advance to detect potential successors and develop skills for leadership roles. 4. Set Clear Objectives to understand qualities and attributes required for leadership roles.
4. Identify and explore keys aspects for consideration of an effective, robust, and strategic succession plan.	4. Utilize and integrate keys aspects of an effective, robust, and strategic succession plan for approval by the first year.	- Funding - Policy Analysts/ Consultants - Top Management & Cabinet Approval - Awareness Sessions - Publications - Circulars - Stakeholder Consultation Sessions	1. Use and include the following to develop an effective, robust, and strategic succession plan for approval: - Identify key positions. - Assessments & Development - Diverse pool of candidates - Performance-based approaches

			- Talent retention - Communication & transparency - Contingency planning - Leadership development programs - Assessing readiness - Testing leadership transition - Supervisory, Middle, and Top Management involvement - Legal & regulatory compliance - External talent search - Succession monitoring & updating

Strategic Pillar 2: Knowledge Management			
Strategic Objectives	**Measurable Objectives**	**Resources Required**	**Strategic Activities**

1. Ascertain whether interactive and focused learning sessions and programs can contribute to knowledge sharing and transfer.	1. Explore the use of interactive and focused learning sessions and programs to increase knowledge sharing and transfer by the first year.	▪ Venue
		▪ Menu
		▪ Teaching Aids
		▪ Teaching Strategies
		▪ Facilitators
		▪ Handouts
		▪ Projectors
		▪ Projector Screens
		▪ Easels
		▪ Flipcharts
		▪ Markers
		▪ Laptops
		▪ Publications
		▪ Circulars
		▪ Minutes
		▪ Participants
		▪ Top Management Approval
		▪ Funding
			1. Conduct the following interactive and focused learning sessions and programs regularly such as:
			  ▪ Workshops
			  ▪ Seminars
			  ▪ Symposia
			  ▪ Conferences
			  ▪ Training Programs
			  ▪ Minute Taking
			  ▪ Circulations
			  ▪ Publications

2. Determine whether the practice of job rotation can contribute to knowledge creation and worker fitness.	2. Increase the use of job rotation to contribute to knowledge creation and worker fitness in the first year.	▪ Employees ▪ Supervisors ▪ Middle Managers ▪ Top Management Approval	1. Ensure regular movement of employees from one role or position to another to broaden their range of experience and skills.

		▪ Job Rotation Guidelines/ Protocols ▪ Job descriptions ▪ Training Needs Assessments ▪ Performance Appraisals ▪ Training Programs	2. Conduct specialized training programs to develop skills, knowledge, and expertise in a particular field. 3. Enhance employees' abilities through capacity building programs.

3. Enhance knowledge retention through a structured approach and processes.	3. Increase knowledge retention by the first year.	▪ Training and Staff Development Programs
		▪ Funding
		▪ Top Management & Cabinet Approval
		▪ Publications/Circulars
		▪ Participants
		▪ Facilitators
		▪ Venue
		▪ Menu
		▪ Projectors
		▪ Projectors Screen
		▪ Easels
		▪ Laptops
		▪ Markers
		▪ Handouts
		▪ Knowledge Management System
			1. Implement knowledge retention structured approaches and processes such as:
			    ▪ Refresher Programs designed to update knowledge and skills.
			    ▪ Staff Development Programs are designed to improve knowledge, skills, and abilities.

			▪ Comprehensive Knowledge Management Framework designed to create, capture, organize, store, share, and utilize knowledge effectively to achieve goals and objectives.
4. Ascertain the degree to which training needs analysis and performance appraisals link knowledge and competence with performance.	4. Increased use of assessment tools to obtain feedback on the linkage among knowledge and competence to performance by the first year.	▪ Evaluations Tools ▪ Stakeholders Input ▪ Targets ▪ Key Performance Indicators ▪ Top Management Approval ▪ Supervisors ▪ Employees ▪ Middle Management	1. Use of 360-degree evaluation tools/instruments to gather feedback from various sources about performance. 2. Use of objective assessments to minimize the influence of bias and judgement of evaluators to determine performance indicators. 3. Use of performance indicators and targets to evaluate aspects of workforce performance along with setting

			benchmarks for each performance indicators.

Strategic Pillars 3: Talent Management			
Strategic Objectives	**Measurable Objectives**	**Resources Required**	**Strategic Activities**

1. Determine whether Attraction and Recruit-for-Purpose Strategies aid organizations in acquiring and retaining high potential personnel.	1. Increase the use of Attraction and Recruit-for-Purpose Strategies to aid organizations in acquiring and retaining high potential personnel by the second year.	▪ Comprehensive Attraction & Recruit-for-Purpose Strategy
		▪ Funding
		▪ Scholarships
		▪ Publications/Circulars
		▪ Guidelines / Protocols
		▪ Top Management & Cabinet Approval
		▪ Incentive Packages
			1. Use of Attraction and Recruit-for-Purpose Strategies to obtain and retain high potential personnel, such as:
			  ▪ Advertisements
			  ▪ Incentive Packages
			  ▪ Career Development Opportunities
			  ▪ Clear Communication & Expectations

2. Ascertain strategies and approaches that can effectively	2. The Administration increase use of strategies and	▪ Talent Spotting Strategies & Approaches	1. Use of strategies and approaches to effectively

identify talented employees.	approaches to effectively identify talented employees by the second year.	- Top Management Approval - Performance Appraisals - Training & Development	identify talent employees include: - Talent Analytics - Performance Evaluation - Provision of Clear Career Path - Targeted Training & Development
3. Determine strategies and approaches that can manage and develop high-potential personnel programs to effectively contribute to knowledge retention.	3. Increase the use of strategies and approaches that can manage and develop high-potential personnel programs to effectively contribute to knowledge retention by the second year.	- Talent Retention Strategies - Succession Plan - Terms of References - Job Descriptions - Standard Operating Procedures - Circulars - Job Task Analysis Tools & Framework - Funding - Top Management Approval	1. Use of strategies and approaches that can manage and develop high-potential personnel programs to effectively contribute to knowledge retention include: - Specialization of roles & functions - Succession Planning - Job Task Analysis

Strategic Pillar 4: Organizational Culture			
Strategic Objectives	**Measurable Objectives**	**Resources Required**	**Strategic Activities**

1. Ascertain the aspects of the Human Resources Management policies and practices for revision.	1. Revise aspects of the Human Resources Management policies and practices by the second year.	▪ Policy Analysts/ Consultants
		▪ Top Management & Cabinet Approval
		▪ Circulars/ Publications
		▪ Funding
		▪ Stakeholder Consultation & Consent
		▪ Training for HR Personnel
		▪ Awareness Sessions
		▪ Amendment to Rules & Regulations
			1. Revise the Human Resources Management policies and practices to include the elements of succession planning such as:
			   ▪ Strategy
			   ▪ Knowledge Management
			   ▪ Talent Management
			   ▪ Organizational Culture
			   ▪ Leadership Development
			   ▪ Management Commitment

Strategic Pillar 5: Leadership Development			
Strategic Objectives	**Measurable Objectives**	**Resources Required**	**Strategic Activities**
1. Establish an Electronic Database to effectively manage Leadership Development.	1. Acquire an Electronic Database to effectively manage Leadership Development by the third year.	▪ Electronic Database ▪ Funding ▪ Top Management & Cabinet Approval ▪ Training for HR Personnel ▪ Awareness Sessions ▪ Circulars/ Publications ▪ Software Developer/ Consultant	1. Use an Electronic Database to contribute to effective Leadership Development Management.

2. Establish professional development programs to contribute to Leadership Development.	2. Increase the use of professional development programs to effectively contribute to Leadership Development by the third year.	▪ Scenario-based Training Programs
		▪ Training Needs Analysis Tools & Framework
		▪ Job Task Analysis Tools & Framework
		▪ Skills Map
		▪ HR Personnel
		▪ Top Management Approval
		▪ Managers
		▪ Supervisors
			1. Use of professional development programs to effectively contribute to Leadership Development based on information from:
			  ▪ Skills Map
			  ▪ Training Needs Analysis
			  ▪ Job Task Analysis
			  ▪ Coaching and Mentoring Programs

		▪ Participants/ Employees ▪ Funding ▪ Circulars / Publications	▪ Tabletop Exercises

3. Determine the effectiveness of Coaching and Mentoring Programs contribution to leadership Development.	3. Increase the use of Coaching and Mentoring Programs to improve Leadership Development by the third year.	▪ Venue
		▪ Menu
		▪ Overseas Courses Invitations
		▪ Employees
		▪ Leaders
		▪ Managers
		▪ Supervisors
		▪ Training Programs
		▪ Funding
		▪ Top Management & Cabinet Approval
		▪ Coaches & Mentors
		▪ Mentees
			1. Use Coaching and Mentoring Programs to improve Leadership Development such as:
			  ▪ Scenario-based Training
			  ▪ Conferences
			  ▪ Symposium
			  ▪ Exchange Programs
			  ▪ Meetings

Strategic Pillar 6: Management Commitment			
Strategic Objectives	**Measurable Objectives**	**Resources Required**	**Strategic Activities**
1. Determine effective approaches Administration can use to manage, evaluate, and monitor transitions.	1. Implement effective approaches Administration can use to manage, evaluate, and monitor transitions by the third year.	▪ Policy Analysts/ Consultants ▪ Monitoring and Evaluation Plan ▪ Implementation Plan ▪ HR Personnel ▪ Top Management Approval ▪ Policies & Practices ▪ Training for Leaders, Managers, and Supervisors ▪ Progress Reports	1. Use of effective approaches Administration can use to manage, evaluate, and monitor transitions include: ▪ Establishment of clear objectives ▪ Establishment of timelines ▪ Establishment of Targets & KPIs ▪ Revision of policies and systems ▪ Implementation Plan ▪ Vision
1. Ascertain effective techniques Administration can employ to foster an encouraging	1. Implement effective techniques effective techniques Administration can employ to foster an	▪ Deployment of Resources Tool & Strategy ▪ Scholarship Fund ▪ Training Budget	1. Use of effective techniques effective techniques Administration can employ to foster an

environment to support the succession planning procession.	encouraging environment to support the succession planning procession by the third year.	- Succession Planning Strategy - Knowledge Management Techniques - Talent Management Techniques - Succession Planning Activities - Leadership Development Techniques - Cabinet Approval	encouraging environment to support the succession planning procession include: - Equal Opportunities - Effective Deployment of Resources - Investment in Training and Development - Implementation of Succession Planning Elements - Spearhead & Lead Succession Planning Activities

Implementation and Sustainability Plan

An Implementation and Sustainability Plan serves as a roadmap for leaders, managers, supervisors, and stakeholders to navigate the complexities of both succession plan execution and long-term sustainability, ultimately increasing the chances of the plan's success and positive long-term impact.

Strategic Pillar 1: Strategic							
Strategic Objectives	**Strategic Activities**	**Estimated Projected Cost in U.S. Dollars**			**Total Cost in U.S. Dollars**	**Lead Personnel**	**Implementing Personnel**
		Year 1	**Year 2**	**Year 3**			
Establish criteria to detect leadership readiness and highly skilled employees.	Conduct yearly and half-yearly performance appraisals.	$12,000.00	-	-	$12,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees
	Utilize psychometric assessments to measure potential successors traits, abilities, and aptitudes.	$12,000.00	-	-	$12,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees
	Conduct leadership assessments & evaluations to identify potential successors leadership skills, qualities, and potentials.	$12,000.00	-	-	$12,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees

	Conduct evaluation of communication and teambuilding skills.	$15,000.00	-	-	$15,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees
Identify elements/ factors for a training and development plan.	Develop a Training and Development Plan inclusive of elements/ factors such as, mission, vision, core values, action plan, implementation and sustainability plan, and monitoring and evaluation plan.	$13,000.00	-	-	$13,000.00	Top Management/ Senior Leadership	Policy Analysts/ Consultants
Determine the aspects of the Recruitment, Selection, and Training Policy that require revision.	Revise Entry Requirements for admission of applicants to organizations.	$2,500.00	-	-	$2,500.00	Top Management/ Senior Leadership	HR Personnel Consultants
	Revise Selection Approaches based on a robust multi-criterion to choose candidates for organizations.	$2,500.00	-	-	$2,500.00	Top Management/ Senior Leadership	HR Personnel Consultants
	Conduct Early Planning well in advance to detect potential successors and develop skills for leadership roles.	$2,500.00	-	-	$2,500.00	Top Management/ Senior Leadership	HR Personnel Consultants
	Set Clear Objectives to understand the qualities and	$500.00	-	-	$500.00	Top Management/	Managers Supervisors Employees

	attributes required for leadership roles.					Senior Leadership	
Identify and explore key aspects for consideration of an effective, robust, and strategic succession plan.	Use and include the following to develop an effective, robust, and strategic succession plan for approval: ▪ Identify key positions. ▪ Assessments & Development ▪ Diverse pool of candidates ▪ Performance-based approaches ▪ Talent retention ▪ Communication & transparency ▪ Contingency planning ▪ Leadership development programs ▪ Assessing readiness ▪ Testing leadership transition	$25,000.00	-	-	$25,000.00	Top Management/ Senior Leadership	Consultants Managers Supervisors Employees HR Personnel

	• Supervisory, Middle, and Top Management involvement • Legal & regulatory compliance • External talent search • Succession monitoring & updating						
Estimated Projected Grand Total Cost in U.S. Dollars for Strategic Pillar 1: Strategy				**$97,000.00**			

Strategic Pillar 2: Knowledge Management						
Strategic Objectives	**Strategic Activities**	**Estimated Projected Cost in U.S. Dollars**			**Total Cost in U.S. Dollars**	**Lead Personnel**	**Implementing Personnel**
		Year 1	**Year 2**	**Year 3**			
Ascertain whether interactive and focused learning sessions and programs can contribute to knowledge sharing and transfer.	Conduct the following interactive and focused learning sessions and programs regularly such as: ▪ Workshops ▪ Seminars ▪ Symposia ▪ Conferences ▪ Training Programs ▪ Minute Taking ▪ Circulations ▪ Publications .	$800,000.00	-	-	$800,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees Facilitators
Determine whether the practice of job rotation can contribute to	Ensure regular movement of employees from one role or position to another to broaden their range of experience and skills.	$5,000.00	-	-	$5,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees HR Personnel

knowledge creation and worker fitness.	Conduct specialized training programs to develop skills, knowledge, and expertise in a particular field.	$400,000.00	-	-	$400,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees Facilitators
	Enhance employees' abilities through capacity-building programs.	$400,000.00	-	-	$400,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees Facilitators
Enhance knowledge retention through a structured approach and processes.	Implement knowledge retention structured approaches and processes such as: ▪ Refresher Programs designed to update knowledge and skills. ▪ Staff Development Programs are designed to improve knowledge, skills, and abilities. ▪ Comprehensive Knowledge Management	$900,000.00	-	-	$900,000.00	Top Management/ Senior Leadership	Facilitators Managers Supervisors Employees Consultants

		Framework designed to create, capture, organize, store, share, and utilize knowledge effectively to achieve goals and objectives.						
Ascertain the degree to which training needs analysis and performance appraisals link knowledge and competence with performance.		▪ Use of 360-degree evaluation tools/instruments to gather feedback from various sources about performance. ▪ Use of objective assessments to minimize the influence of bias and judgment of evaluators to determine performance indicators. ▪ Use of performance	$35,000.00	-	-	$35,000.00	Top Management/ Senior Leadership	Consultants Managers Supervisors Employees HR Personnel

		indicators and targets to evaluate aspects of workforce performance along with setting benchmarks for each performance indicators.						
Estimated Projected Grand Total Cost in U.S. Dollars for Strategic Pillar 2: Knowledge Management					**$2,540,000.00**			

Strategic Pillar 3: Talent Management						
Strategic Objectives	**Strategic Activities**	**Estimated Projected Cost in U.S. Dollars**			**Total Cost in U.S. Dollars**	**Lead Personnel**	**Implementing Personnel**
		Year 1	**Year 2**	**Year 3**			
Determine whether Attraction and Recruit-for-Purpose Strategies aid organizations in acquiring and retaining high-potential personnel.	Use of Attraction and Recruit-for-Purpose Strategies to obtain and retain high-potential personnel, such as: ▪ Advertisements ▪ Incentive Packages ▪ Career Development Opportunities ▪ Clear Communication & Expectations	-	$1,000,000.00	-	$1,000,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees Facilitators Applicants
Ascertain strategies and approaches that can effectively identify	Use of strategies and approaches to effectively identify talented employees include: ▪ Talent Analytics	-	$900,0000.00	-	$900,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees HR Personnel Consultants

talented employees.	▪ Performance Evaluation ▪ Provision of a Clear Career Path ▪ Targeted Training & Development						
Determine strategies and approaches that can manage and develop high-potential personnel programs to effectively contribute to knowledge retention.	Use of strategies and approaches that can manage and develop high-potential personnel programs to effectively contribute to knowledge retention include: ▪ Specialization of roles & functions ▪ Succession Planning ▪ Job Task Analysis	-	$300,000.00	-	$300,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees Consultants
Estimated Projected Grand Total Cost in U.S. Dollars for Strategic Pillar 3: **Talent Management**					**$2,200,000.00**		

Strategic Pillar 4: Organizational Culture						
Strategic Objectives	**Strategic Activities**	**Estimated Projected Cost in U.S. Dollars**			**Total Cost in U.S. Dollars**	**Lead Personnel**	**Implementing Personnel**
		Year 1	**Year 2**	**Year 3**			
Ascertain the aspects of the Human Resources Management policies and practices for revision.	Revise the Human Resources Management policies and practices to include the elements of succession planning such as: ▪ Strategy ▪ Knowledge Management ▪ Talent Management ▪ Organizational Culture ▪ Leadership Development ▪ Management Commitment	-	$300,000.00	-	$300,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees HR Personnel Consultants
Estimated Projected Grand Total Cost in U.S. Dollars for Strategic Pillar 4: Organizational Culture					**$300,000.00**		

Strategic Pillar 5: Leadership Development						
Strategic Objectives	**Strategic Activities**	**Estimated Projected Cost in U.S. Dollars**			**Total Cost in U.S. Dollars**	**Lead Personnel**	**Implementing Personnel**
		Year 1	**Year 2**	**Year 3**			
Establish an Electronic Database to effectively manage Leadership Development.	Use an Electronic Database to contribute to effective Leadership Development Management.	-	-	$300,000.00	$300,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees HR Personnel Consultants
Establish professional development programs to contribute to Leadership Development.	Use of professional development programs to effectively contribute to Leadership Development based on information from: ▪ Skills Map ▪ Training Needs Analysis ▪ Job Task Analysis ▪ Coaching and Mentoring Programs ▪ Tabletop Exercises	-	-	$700,000.00	$700,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees HR Personnel Consultants

Determine the effectiveness of Coaching and Mentoring Programs' contribution to leadership Development.	Use Coaching and Mentoring Programs to improve Leadership Development such as: ▪ Scenario-based Training ▪ Conferences ▪ Symposium ▪ Exchange Programs Meetings	-	-	$800,000.00	$800,000.00	Top Management/ Senior Leadership	Managers Supervisors Employees HR Personnel Mentors Mentees Facilitators
Estimated Projected Grand Total Cost in U.S. Dollars for Strategic Pillar 5: **Leadership Development**				**$1,800,000.00**			

Strategic Pillar 6: Management Commitment							
Strategic Objectives	**Strategic Activities**	**Estimated Projected Cost in U.S. Dollars**			**Total Cost in U.S. Dollars**	**Lead Personnel**	**Implementing Personnel**
		Year 1	**Year 2**	**Year 3**			
Determine effective approaches the Administration can use to manage, evaluate, and monitor transitions.	Use of effective approaches Administration can use to manage, evaluate, and monitor transitions include: ▪ Establishment of clear objectives ▪ Establishment of timelines ▪ Establishment of Targets & KPIs ▪ Revision of policies and systems ▪ Implementation Plan ▪ Vision	-	-	$200,000.00	$200,000.00	Top Management / Senior Leadership	Managers Supervisors Employees HR Personnel Consultants
Ascertain effective techniques the Administration can employ	Use of effective techniques effective techniques Administration can employ to foster an encouraging environment to support the	-	-	$1,200,000.00	$1,200,000.00	Top Management / Senior Leadership	Managers Supervisors Employees HR Personnel

to foster an encouraging environment to support the succession planning process.	succession planning procession include: • Equal Opportunities • Effective Deployment of Resources • Investment in Training and Development • Implementation of Succession Planning Elements • Spearhead & Lead Succession Planning Activities						Consultants
Estimated Projected Grand Total Cost in U.S. Dollars for Strategic Pillar 6: Management Commitment				**$1,400,000.00**			

Monitoring and Evaluation Plan

The Monitoring and Evaluation (M&E) plan is a systematic framework used to track progress, assess performance, and measure the outcomes and impacts of the three-year succession plan. It helps ensure that the objectives are being met and, if not, allows for adjustments to be made in a timely manner.

Strategic Pillar 1: Strategy		
Strategic Objectives	**Strategic Activities/Targets**	**Key Performance Indicators**
Establish criteria to detect leadership readiness and highly skilled employees.	Conduct yearly and half-yearly performance appraisals.	Number of performance appraisals conducted in the first year.
	Utilize psychometric assessments to measure potential successors traits, abilities, and aptitudes.	Number of psychometric assessments used to measure potential successors traits, abilities, and aptitudes in the first year.
	Conduct leadership assessments & evaluations to identify potential successors leadership skills, qualities, and potentials.	Number of leadership assessments & evaluations to identify potential successors leadership skills, qualities, and potentials conducted in the first year.
	Conduct evaluation of communication and teambuilding skills.	Number of evaluations of communication and teambuilding skills conducted in the first year.

Identify elements/ factors for a training and development plan.	Develop a Training and Development Plan inclusive of elements/ factors such as, mission, vision, core values, action plan, implementation and sustainability plan, and monitoring and evaluation plan.	Existence of a Training and Development Plan in the first year.
Determine the aspects of the Recruitment, Selection, and Training Policy that require revision.	Revise Entry Requirements for admission of applicants to organizations.	Evidence of revision to the Entry Requirements for admission of applicants to organizations in the first year.
	Revise Selection Approaches based on a robust multi-criterion to choose candidates for organizations.	Evidence of revision to Selection Approaches based on a robust multi-criterion to choose candidates for organizations in the first year.
	Conduct Early Planning well in advance to detect potential successors and develop skills for leadership roles.	Evidence of Early Planning conducted well in advance to detect potential successors and develop skills for leadership roles in the first year.
	Set Clear Objectives to understand the qualities and attributes required for leadership roles.	Existence of clear objectives set to understand the qualities and attributes required for leadership roles in the first year.
Identify and explore key aspects for consideration of an effective, robust, and strategic succession plan.	Use and include the following to develop an effective, robust, and strategic succession plan for approval: ▪ Identify key positions. ▪ Assessments & Development	Existence of an effective, robust, and strategic succession plan for approval in the first year.

	- Diverse pool of candidates - Performance-based approaches - Talent retention - Communication & transparency - Contingency planning - Leadership development programs - Assessing readiness - Testing leadership transition - Supervisory, Middle, and Top Management involvement - Legal & regulatory compliance - External talent search - Succession monitoring & updating	

Strategic Pillar 2: Knowledge Management		
Strategic Objectives	**Strategic Activities/Targets**	**Key Performance Indicators**
Ascertain whether interactive and focused learning sessions and programs can contribute to knowledge sharing and transfer.	Conduct the following interactive and focused learning sessions and programs regularly such as: ▪ Workshops ▪ Seminars ▪ Symposia ▪ Conferences ▪ Training Programs ▪ Minute Taking ▪ Circulations ▪ Publications .	Number of interactive and focused learning sessions and programs conducted in first year.
Determine whether the practice of job rotation can contribute to knowledge creation and worker fitness.	Ensure regular movement of employees from one role or position to another to broaden their range of experience and skills.	Number of employees rotated from one role or position to another to broaden their range of experience and skills in the first year.
	Conduct specialized training programs to develop skills, knowledge, and expertise in a particular field.	Number of specialized training programs conducted to develop skills, knowledge, and expertise in a particular field in the first year.

	Enhance employees' abilities through capacity-building programs.	Number of capacity-building programs conducted to enhance employees' abilities in the first year.
Enhance knowledge retention through a structured approach and processes.	Implement knowledge retention structured approaches and processes such as: ▪ Refresher Programs designed to update knowledge and skills. ▪ Staff Development Programs are designed to improve knowledge, skills, and abilities. ▪ Comprehensive Knowledge Management Framework designed to create, capture, organize, store, share, and utilize knowledge effectively to achieve goals and objectives.	Number of knowledge retention structured approaches and processes implemented in the first year.
Ascertain the degree to which training needs analysis and performance appraisals link knowledge and competence with performance.	▪ Use of 360-degree evaluation tools/instruments to gather feedback from various sources about performance. ▪ Use of objective assessments to minimize the influence of bias and judgment of evaluators to	▪ Number of 360-degree evaluations conducted to gather feedback from various sources about performance in the first year. ▪ Number of objective assessments used to minimize the influence of

| | determine performance indicators.

▪ Use of performance indicators and targets to evaluate aspects of workforce performance along with setting benchmarks for each performance indicators. | bias and judgment of evaluators to determine performance indicators in the first year.

▪ Number of performance indicators and targets used to evaluate aspects of workforce performance along with benchmarks for each performance indicators in the first year. |

Strategic Pillar 3: Talent Management		
Strategic Objectives	**Strategic Activities/Targets**	**Key Performance Indicators**
Determine whether Attraction and Recruit-for-Purpose Strategies aid organizations in acquiring and retaining high-potential personnel.	Use of Attraction and Recruit-for-Purpose Strategies to obtain and retain high-potential personnel, such as: ▪ Advertisements ▪ Incentive Packages ▪ Career Development Opportunities ▪ Clear Communication & Expectations	Number of Attraction and Recruit-for-Purpose Strategies used to obtain and retain high-potential personnel in the second year.
Ascertain strategies and approaches that can effectively identify talented employees.	Use of strategies and approaches to effectively identify talented employees include: ▪ Talent Analytics ▪ Performance Evaluation ▪ Provision of a Clear Career Path ▪ Targeted Training & Development	Number of different strategies and approaches used to effectively identify talented employees in the second year.
Determine strategies and approaches that can manage and develop high-potential personnel programs to effectively contribute to knowledge retention.	Use of strategies and approaches that can manage and develop high-potential personnel programs to effectively contribute to knowledge retention include:	Number of different strategies and approaches that can manage and develop high-potential personnel programs to effectively contribute to knowledge retention in the second year.

	- Specialization of roles & functions - Succession Planning - Job Task Analysis	

Strategic Pillar 4: Organizational Culture		
Strategic Objectives	**Strategic Activities**	**Key Performance Indicators**
Ascertain the aspects of the Human Resources Management policies and practices for revision.	Revise the Human Resources Management policies and practices to include the elements of succession planning such as: - Strategy - Knowledge Management - Talent Management - Organizational Culture - Leadership Development - Management Commitment	Existence of revised Human Resources Management policies and strategies to include elements of succession planning in the second year.

Strategic Pillar 5: Leadership Development		
Strategic Objectives	**Strategic Activities/Targets**	**Key Performance Indicators**
Establish professional development programs to contribute to Leadership Development.	Use of professional development programs to effectively contribute to Leadership Development based on information from: ▪ Skills Map ▪ Training Needs Analysis ▪ Job Task Analysis ▪ Coaching and Mentoring Programs ▪ Tabletop Exercises	Number of professional development programs conducted to effectively contribute to leadership Development based on several sources of information in the third year.
Determine the effectiveness of Coaching and Mentoring Programs' contribution to leadership Development.	Use Coaching and Mentoring Programs to improve Leadership Development such as: ▪ Scenario-based Training ▪ Conferences ▪ Symposium ▪ Exchange Programs ▪ Meetings	Number of different Coaching and Mentoring Programs conducted in the third year.

Strategic Pillar 6: Management Commitment		
Strategic Objectives	**Strategic Activities/Targets**	**Key Performance Indicators**
Determine effective approaches the Administration can use to manage, evaluate, and monitor transitions.	Use of effective approaches Administration can use to manage, evaluate, and monitor transitions include: ▪ Establishment of clear objectives ▪ Establishment of timelines ▪ Establishment of Targets & KPIs ▪ Revision of policies and systems ▪ Implementation Plan ▪ Vision	Number of different effective approaches used the Administration to manage, evaluate, and monitor transitions in the third year.
Ascertain effective techniques the Administration can employ to foster an encouraging environment to support the succession planning process.	Use of effective techniques effective techniques Administration can employ to foster an encouraging environment to support the succession planning procession include: ▪ Equal Opportunities ▪ Effective Deployment of Resources ▪ Investment in Training and Development ▪ Implementation of Succession Planning Elements	Number of different effective techniques effective techniques used by the Administration to foster an encouraging environment to support the succession planning procession in the third year.

	▪ Spearhead & Lead Succession Planning Activities	

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