Career and Succession Management: Contemporary Issues in Modern Organizations

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Abstract

Smooth Career, succession planning and management based on merit on one hand is a priority for some organizations, on the other hand for some time now it is no longer a priority in some modern organizations. This paper seeks to examine the factors responsible and why we should not allow the luxury of waiting too long without proactive steps taken to stop us from implementing legal and merit based succession plans. This paper relied on secondary data and participant observation for its data; and finds that contemporary issues, such as political influence which prefers non compliance with service rules produced internal crises which has led to stagnation in career development of qualified workers and has served as obstacles to quality achievement of organizational policies and goals.. The paper recommends that, to avert internal crises and stagnation both at the top and lower levels of the organization. it is required that politicians, workers and members of pressure groups organizations have to imbibe the virtue of discipline and pose to ensure compliance with organization constitution, rules and or bye laws; stop piecemeal approaches and proactively develop and launch comprehensive talent-management systems to ensure that future high-potential leaders are systematically identified early in their career, as well as developed and used.

Key Words: *Career, Succession Planning, Organization goals. Human Resource Management*

1.0 Introduction

Career & Succession Management has become an established Human Resource Management (HRM) process in recent years because many organizations face a lot of challenges particularly leadership-succession crisis. In a study carried out by the Department of Planning Research and Statistics office of the SSG/Head of Service, Taraba State in 1994 showed that there was and there is a growing skills shortage in the Administrative Officers cadre in Taraba State. While the administrative officers inherited from Gongola State were growing to higher ranks there was few officers at the lower and middle level to succeed those leaving and about to leave the service. This situation raised the real fear that the State was losing valuable knowledge and intellectual capital from the service as older workers move closer to retirement. This occurred because there was no career and succession planning and ban on employment in the state. To close the gap in Taraba State, by 2017 the State Government under Governor Dick Darius Ishaku known as the rescue team captain, lifted the ban on employment to allow the recruitment of more workers declared 3,000 vacancies to be filled. Whether the steps for filling the gap between the lower rank and senior rank officers was proper or not is another issue entirely, which further research, may unfold. Meanwhile, Njeke (2017) observed that the restocking of Taraba State Civil service was less systematic. It was not based on approved vacancies and not on existing vacancies for seniority and proper succession.

In the business world this crises becomes less worrisome when one looks at the continuous existence of some international manufacturing companies like Honda, Ford, and e.t.c. One

wonders how they were able to operate even after the death of their founders (www.honda.com; www.ford.com). To the contrary while some organizations have failed or liquidated and there is no business continuity even when their founders are a-life or after they are dead. Such occurred probably because they pursued what Ikechukwu (2017) Calls "one-man-squad-syndrome". The secret is that the companies that survive have abandoned one man squad syndrome and engaged in succession planning and management. In order words, whereas the companies that have lasted beyond their founders built institutions using succession planning and talent management approaches, the organizations that collapsed or broken down into factions was because of one man squad principle of "it must be me and no one else." For some, a number of employees have not been able to chart a career path or ladder for themselves and therefore ended up not being useful to themselves and the organizations where they serve. There is need to devise strategies to avoid the aforementioned problems. This paper therefore discusses our topic from both the general and specific instances and raises questions to help us understand the contemporary situation in our various organizations especially in Nigeria.

2.0 Literature Review
2.1 The concept of Personnel Management and Human Resource Management
The development of the concept of Personnel Management and its change to Human Resource Management according to Cole (2002) are activities carried out by all those in a leadership role (that is team leaders Managers) in an organization to manage people. It is a concern about the way people are employed as well as about what they need to be doing. How they do it well within a clear framework of human resource policy. Cole further gave a background of environmental factors that influenced changes in personnel or human resource management policy. Initially personnel management was concerned with maintaining the status quo during collective bargaining to the favour of management. But in order to reduce cost and yet avoid conflict the era of status quo maintenance was concern with the smooth running of operations than making proposals for change. This era was followed by the concern for effectiveness through collaborative activities at all levels of the organization to create the right organizational climate. This right climate is characterized by negotiation with trade unions and honoring agreements. This era was also followed by the era of globalization and reduction of the powers of trade unions via various techniques such as restructuring of employment legislation, emphasis on voluntarism, huge employment cuts leading to less membership of trade unions, and the giving of attention to customer relations than employee interest. This was also followed by the era of change from confrontation in employee–employer relations to a mixture of collaborative approaches where teamwork activities is given attention to achieve customer, employee, and company goals using a mix of various environmental influences. Thus gave rise to a shift from the use of the concept of personnel to the concept of human resources management. In human resources emphasis is laid on being proactive/innovative not reactionary role. Emphasis is on developing strategy not merely implanting procedures. It is in the light of these changes in perspective and approaches that we regard career planning and talent management as strategic action which sees employees as a great asset to be nurtured, a cost to be controlled and yet provide employee's needs in their own right in the light of the need to achieve business goals in a competitive environment.

2.2 Marxist Analysis of Human Capital
The idea of "human capital" is traced to Karl Marx's (1859) concept of "labor power" which workers in capitalist societies sale in order to receive income (wages and salaries) as his interest. The sale of labour power by way of employment contract and the insurance that the

worker actually work by exerting his mind skills, and body energy to produce surplus values (goods and services) for profit of the employer of labor.

2.3 Neo- Marxists on Human capital

Later Neo- Marxists say human capital is only substitutable, but not transferable like land, labor, or fixed capital. As such labour which is one the three factors of production can be refined or modeled for productive. This then requires continues investment in human capital (via education, training, medical treatment and quality of Standard of living) is necessary notwithstanding the experience of capital flight at times. This theory is popularized by Becker (1993). The investment in human capital such as undergoing training, and acquisition of knowledge can result in having a collection or stock of traits, like developed talents, skills, abilities, habits, social, creativity, wisdom and good sense of judgment bestowed in individuals and collection of individuals in a population. These traits enables individuals who serve as workers to produce economic value (goodwill and materials) when directed to accomplish the goals of the nation, state or business organizations. Human resources become human capital when it benefits from investment which includes good health services among others. The benefits of the training which the society enjoys, justifies the expenditure made by employers for human capital development. Thus, human capital is a means of production, where the more you invest in it the more output you will get from it (wikipedia.org/wiki/Human capital). It is on the basis of this that Investopedia defines Human capital as a measure of the economic value of an employee's skill set. This measure builds on the basic production input of labor measure where all labor is thought to be equal. The concept of human capital recognizes that not all labor is equal and that the quality of employees can be improved by investing in them; the education, experience and abilities of employees have economic value for employers and for the economy as a whole (www.investopedia.com/terms/h/humancapital)

Those who criticize human Capital theory (Michael 2002) say it is a reified concept without sufficient explanatory power and have presented alternative theories. Michael (2002) offers "signaling theory" as an alternative to human capital. "Signaling theory" says that education does not lead to increased human capital, but rather acts as a mechanism by which workers with superior innate abilities can signal those abilities to prospective employers and so gain above average wages. Other factors that can cause increase in wage may be gender, nativity, wage differentials, discrimination in the work place, and socioeconomic status. Pierre Bourdieu offers a nuanced conceptual alternative to human capital. This includes cultural capital, social capital, economic capital, and symbolic capital (wikipedia.org/wiki/Human capital)

From the Marxian and Neo Marxist the modern conation "humans" is like capital to producers in the capitalist society and it refers to those humans in possession of modern education "knowledge" .[21]. This education according to Bowles does not lead to higher wages but makes workers more compliant and reliable in corporate environment to serve organizations well.

To measure how well workers are developed, there is a statistical indicator called "Human Capital development Index" (HDI) in each country. It combines "Life Expectancy Index", "Education Index" and "Income Index". The Life expectancy index shows the standard of health of the population in the country; education index shows the educational standard and the literacy ratio of the population; and the income index shows the standard of living of the population. Where the statistical figures for life expectancy, education and income show a rising trend over a long period of time, it entails the country has high HDI (www.investopedia.com/terms/h/humancapital)

3.0   Methodology

For the purpose of this research, first we would rely on secondary data obtained from the study of relevant books, articles and documents. Second, data is obtained from participant observation (Kawulich (2005); https;//en.m.wikipedia.org>wiki>Partic…) Here the writer relies on his experiences as a worker in Nigeria.

4.0   Labour Mobility in Career and Succession Management

Career and succession management focuses on the role of Labour in an organization. The present paper stands on the theory that there are three factors of production land Labor and capital. It disagrees with the view that Entrepreneur is the fourth. This is because an entrepreneur is part of Labour. And out of the three factors of production labour is the most crucial. It is in line with this proposition that our discussion is guided by Fig 01: showing the Structure and role of Labour and Fig 02: Career and succession management developed by the present author.

Fig 01: Structure and role of Labour
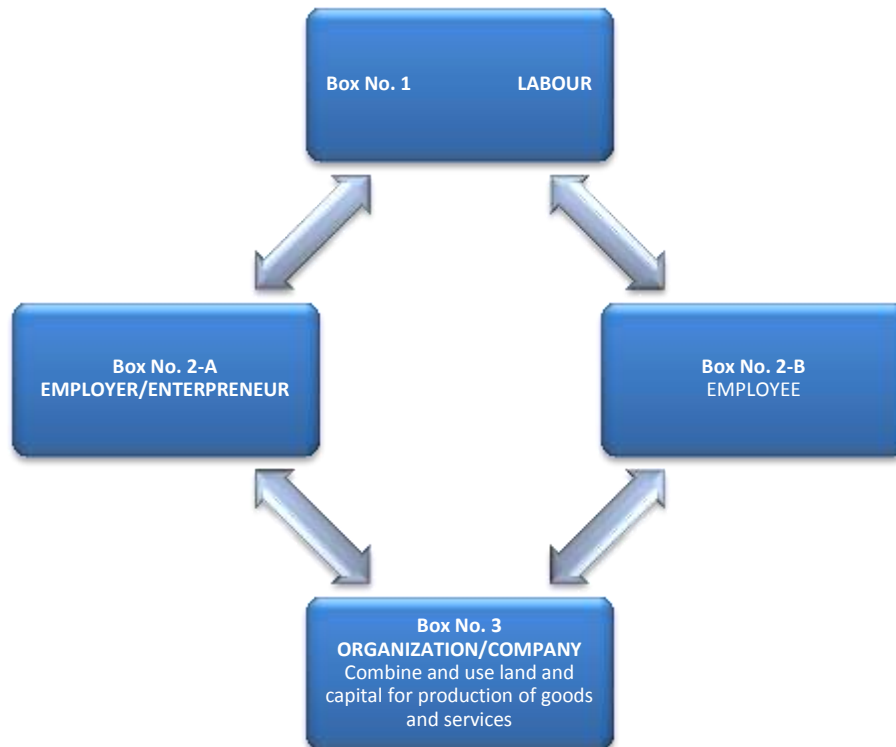
Source: The present Author

The role of labour is to combine any other factors of production to produce goods and services. Labour in Box 1 can do so either as an employer (Box No. 2-A) or as an employee (Box No. 2-B). The employee and the employer need come together to carry out their function through an organisation (public or Private) (Box No. 3). In Box No. 3, the workforce of the organization is further organized in a hierarchical order as in Fig 2, 3, 4 and 5 below as applicable to a typical private organization)

Be it in public or private organization the focus of this paper are (i) how does one become qualified and known as a talent to be recruited to join an organization and (ii) how can one rise to the top of the hierarchy and disengage by retirement, withdrawal of service, or resignation from the organization without creating a vacuum of who succeeds the outgoing officer and or

without creating conflict in the organization; so that the organization continues to exist and perform well. Hence in Fig 1 above there are double ended arrows representing the direction of mobility of labour. The main advantages of the organizational chart Fig 2, 3, 4 and 5 below) are (i) Staff are grouped according to their area of specialization (ii) helps to facilitate the deployment and use of staff (iii) Career and promotion paths are created (iv) Control of functional activities are more or less centralized at the top (Managing Director /General Manager).

Fig 2: Functional Organizational Chart of an organization
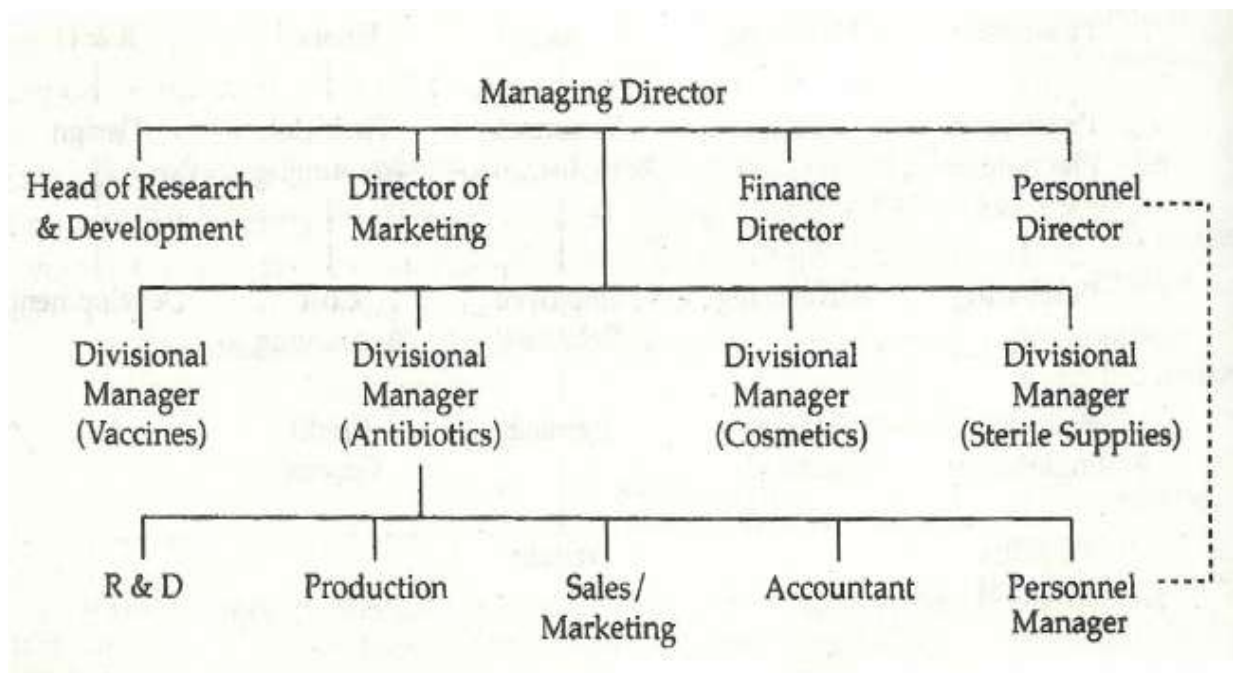

Fig 3: The product based Organizational structure
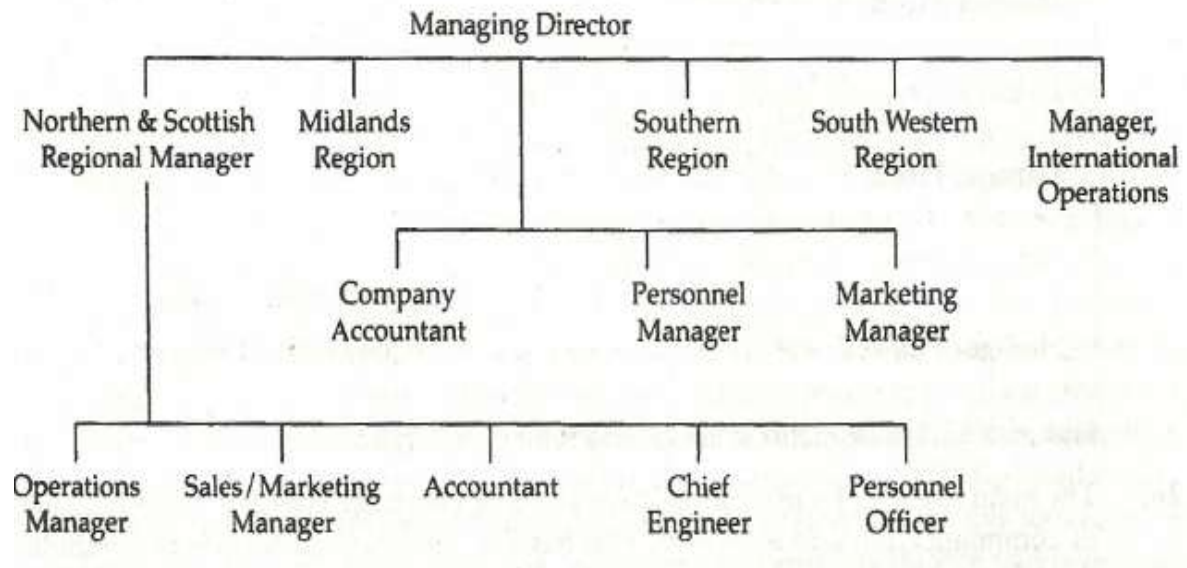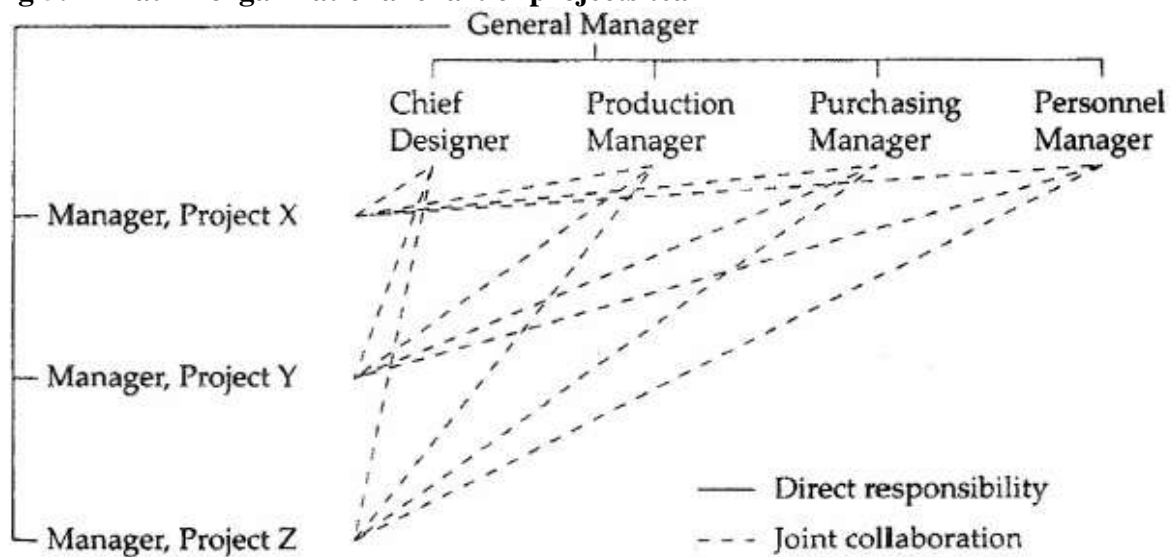
Fig 4: Geographical organizational Structure

Fig 5: A matrix organizational chart of projects team

5.0 Career Planning
5.1 What is planning?

Collins English Dictionary defines planning as "the Process of deciding how to do something before actually starting to do it". McFarland (1979) also defines planning as "the activity by which managers analyses present conditions to determine ways of reaching a desired future state". From the two definitions, planning thus is the process of aggregating ideas and taking decisions which lead to the arrangement of resources, and time for achieving specific goals e.g. employing a number of workers e.t.c. after understanding available skills, interests, knowledge, motivations and other characteristics.

5.2 What then is Career and Job?

Chebet (2015) defines workplace career as "sequence of work experiences an employee may

have over the time. This involves moving from one job to another." The concept of career thus refers to the job, vocation or profession in which one has engaged himself in as worker or employee to generate income for self, family and to fulfill other social responsibilities. A job on the other hand is a subset of Career. Cole (2002) say a "job is the name given to a particular set of tasks allocated to a particular individual or position, for which the job holder will be held accountable'

5.3 The Differences between Career and Job
There are differences between career and job. Their differences are shown in Table 1 below.

Table 01: Difference between career and job

S/No.	Career	Job
1	It is life long ambition and vocation	It is short term activity project programme. When completed it earns money or reward
2	It is broad in scope e.g. law, administration accountancy e.t.c.	It is narrow and routine activity. e.g. Biometric data capture and Pay roll preparation project for the State.
3	Requires special training ,education to develop abilities	Training in school not very necessary
4	Not easy to change career and if change is required it will take place retraining is required and the individual will start at the bottom of the career ladder	It is easier to change job in the same field e.g. after completing digging bore and installing water tank for town "A" another job can be secure to dig for town "G."
5.	Risk: Very difficult to secure stable work .The risk here is internal. The individual professional is to plan take decision on what to do with his future. He bears the consequences of his decisions	Less risky because there is stability of work and income flow. The external risk is that the job /project may be available in another are which now requires relocation .Hence the statement we have a job to construct a dam in Gembu after the one in Kashimbila
6.	Time: He makes long time decision	Time : Short term decision and action is required to complete target project/ goal
7.	Income: This depends on the social value attached to the profession the benefits may be non monetary or monetary with higher salary	Income: Depends on demand for ones services and negotiated fees or wages.

Such jobs could be skilled and unskilled. Secondly whether the career path of the individual is in self-employment or is employed by another organization, there is need for both Career Development and Employee Development to be consciously carried out. In both, training is important to achieve career and employee development in an organization. What then is the difference between Career Development and Employee Development? On one hand while Career Development is concerned with job enrichment/motivators and enlargement, which informs employees of the criteria on how to rise from the lowest rank to the highest rank in a profession, Employee development is how to make the worker qualified in line with employment criteria as well as conditions for promotion to hold higher professional rank. (https://en.m.wikipedia.org/wiki/Career_development). What then are the factors that influence career and employee development?

6.0 Career Planning Influences

Therefore, for an individual to find himself in a career and develop to its highest position it requires some planning. And there is mix of factors environmental and personal that influences an individual before he or she takes a decision and executes the decision for advancement in a career' The environmental factors are here classified under (a) External Factors, these are social and organizational elements because they come from outside the individual, while the internal factors are elements that come from the mind of the individual (Sekoni (2017).

6.1 The External Factors
6.1.1 Social influences for Advancement

The social influences are group influences. These may come from members of one's family, ethnic or religious community of origin. These social groups influence the individual on the type of career path he or she would adopt. Naturally, some children take the profession of their parents/guardian. Some Children become farmers, hunters, fishermen, traders, or after schooling years graduate and work as doctors, engineers, Lawyers because either or both of their parents or guardian was or is a farmer, hunter, fisherman, trader, doctor, engineer, or Lawyer. Some even after this training do not practice it as a profession. Rather they go into different professional field like film acting, music, and e.t.c. to get satisfaction.

From the perspective of tribal community some children practice a certain profession because the profession is the dominant career of his tribesmen and Community. In Nigeria for example, it is believed that Igbo Children take to business because most Igbos are industrialist and traders. Yoruba Children like academics till date because their forebears were academicians hence the Yoruba Community have more professors and bureaucrats. In the North most children take to public service career because their forebears believed that it is the best place to exercise power. Nevertheless, some adventurous children have not followed the family and community career path but have ventured into other career path. Nowadays, some children in the North have begun to move away from public service work particularly primary and secondary school teaching jobs which their forebears went into massively and have taken up jobs in the private sector business organizations and tertiary academic institutions jobs.

6.1.2 Workplace Organizational influences for Advancement

Work place Organizations are platforms for modern career development by aligning employee and organizational goals for mutual productivity, growth and development. Organizations are either big or small in terms of scope of goals, number of staff and other resources. Organizations also have varied ownership structure and culture. Be that as it may, organizations are responsible for providing resources for achieving career planning/development and succession management. They influence employee career development by practices such as deployment, training/couching/mentoring, transfer, posting, giving special committee assignments, promotions, welfare services, discipline involvement in management activities e.t.c. Advancement can also be achieved when more work areas are created in the form of departments, divisions, sections, branches and units. Furthermore, various posts are created in these subdivisions for staff to be deployed into. Furthermore when there is a scheme of service it shows the duties to be performed and how higher positions can be filled by promotion or new appointments.

6.2 Internal Factors
6.2.1 Childhood Personal influences
(a)   Passion for a particular career:
The thought of career choice or selection starts before work life. Often this takes place when

children are in school / under their parents. As a child the foundation career guidance/influence come to them when their parents, seniors or teachers ask them "what would you want to be in future". Children often express the kind of professional they wish to be by saying "I want to be a doctor", "I want to be a teacher."

(b) Role Practice:
Where a question was not presented, children are often seen mimicking or imitating some professionals. And some of them eventually become the professionals they had imitated while a child.

(c)   The character of a child:
This may also influence the kind of profession a child takes up in adulthood. For example, an extrovert, that is, a talkative child may eventually become a lawyer, a salesman, or politician because he is not public shy to talk.

(d)   Excellent Performance:
Most children from poor family background do not get noticed easily; do not hold high ranking positions. But when they excellently demonstrate their natural talents in school and or in their place of work, some of them are noticed, admired and assisted by influential elites and organizations to secure sponsorship: scholarship, or aided to become artisan apprentices, or get office appointment after an interview among other divine ways.

(e)   Accident of life:
Some children lack the opportunity or because of feeble self-control fall victim of social distraction such as friendship /teenage pregnancy and drop out of school. In respect to girls some become single mothers or get married. As for some boys they become deviants and move about and are called "area boys" as known in Lagos area.

(f)   Lack of Career guidance
Lack of interest for career guidance by children and parents is common before work life. Even during work life there is also no smooth career development plan and often there are problems of no job satisfaction, low income e.t.c. as a result of what the individual considers as "wrong" career choices he or she made because of poor foundation. Studies have shown the very important role of career guidance (Chidebere 2017), yet professional career guidance is greatly lacking particular in Nigeria. Though the current Basic Education school curriculum has made a policy that secondary school students must choose a vocation which he or she would be trained in before graduation from secondary school, there is still lack of professional guidance from adults/professionals to make students make an informed choice. The reason often is that parents want to avoid blames of imposing career on children. And children often claim they are old enough to decide their future without parental control. Be that as it may, to avoid mistakes children need advises from adults to enable them make informed decisions.

6.2.2 Adulthood Personal Influences
This occurs when the child has grown and is serving as employee in an Organization. As a worker he is ambitious. He wants to advance from a lower position to leadership position in his work-place, He then study's the requirements for advancement in the profession, carry out self-audit in other know ones strengths and weaknesses. After understanding threats and opportunities in the environment, he takes turn-around decisions on how to make or develop himself to be qualified for higher leadership positions within the current job or other jobs. For

example in the public service a worker may work to be promoted from the rank of Assistant Director to the Rank of a Director; or a Worker may prefer not to seek promotion to the next higher ranks but may retire from the organization he works to set up his business or he resigns, retires, or withdraws from service into the party politics. From there he uses the knowledge acquired in his previous work place to grow the new business and or the public service position he elected or appointed to serve.

6.2.3 The complex nature of career and employee development

From the forgoing external and internal factors it entails that both the external and internal influences can lead to career development only when the worker is able to see and take advantage of the chances or opportunities that crops up. Another difficulty that may arise is a Mismatched decision. Where there is a mismatch of what the worker wants with the chances or opportunities offered by his or another organization then employee development will not be completed by actual holding of higher positions.

7.0 Succession Planning and Management
7.1.1 What is Succession Planning?

Succession is the taking over of an official duty-post or position of authority in an organization. The process of taking over requires some planning. There are many reasons why organizations need to be thinking about succession planning. Planning is required to ensure that actual transitions occur very smoothly without any hindrance. It seeks to give answer to the question: - How can you target limited resources to have the biggest impact? Where you are most likely to lose your top talent and what can you do to keep those whose retirements are not due? What can you do to ensure appropriate actions are taken to fill the vacancy when employees retire, withdraw, resign or pass away?

Rioux and Bernthal (1999) defined succession planning as a systematic process of identifying and developing candidates for leadership or management positions. Also a definition of succession planning that is widely used in the international public sector, is provided by Association of Human Resources Management in International Organizations (AHRMIO). It defined succession planning as:-"a) pin pointing key needs for intellectual talent and leadership throughout the organization over time, and b) preparing people for present and future work responsibilities (United Nation-JIU2016).

From the definition, Succession planning is a subset of succession management of staff and officers of organizations. Succession planning therefore is a risk-mitigating measure or strategy in workforce development to achieve crises-free organization and quality production outputs. It is supposed to be applied not only in family-business as often thought but in other types of ownership structure in both big and small organization and even in trade unions and community organizations. Because some positions are like blood in the body, they are too critical, and are keys to success of organizations. As such it must not be left vacant or filled by ineligible persons. Filling of vacancies and how to retain talented workers in best-in-class organizations (Hewitt (2012) is done by complying with policies/and rules contained in organization manuals to ensure standard is maintained.

7.1.2 Sources of Rules and Policies

In the public service such policies are contained in manuals titled Civil Service Rules, Staff Conditions of Service. Staff Scheme of Service, Guide to Procedure e.t.c. They stipulate policy on recruitment, promotion, discipline, study leave, posting, retirement, and in case of conflicts there is grievance procedure within the organization and includes external bodies like conventional and specialized Courts like National Industrial Court. In Non Governmental

Organizations there are constitutions which list Executive officer's positions, tenure of office, how elections are to be conducted how they are to be dissolved e.t.c. The question here is why is it that in spite of organizational rules and constitutions which has prescribed rules and processes for leadership succession we still experience leadership crises?

7.1.3   Politics and Leadership crises

The problem sometimes lies in continuous use of traditional succession planning and management which is based on fire brigade and political approaches. This approach does not rely on technical data and rational consideration before making decision with or without voting at meeting. It relies mainly on the use of "intimidation power". That is, the will of the boss (to declare or stop the declaration of vacancies) is imposed in the work place. When the godfather likes and without systematic and logical process of job design, Job description and short-listing based on merit he orders a list of candidates to be compiled mainly for formality and kangaroo interview is held. And those who did not apply emerge as successful candidates. For a planned succession the Association of Human Resources Management in International Organizations (AHRMIO) has also provided the following systematic and logical process as the Basic steps of succession planning:-

a)   The agency makes an organizational projection in which it anticipates management needs based on planned contraction or expansion factors, as well as work force trends;

b)   Existing management talent is identified and management replacement charts are drawn up to summarize potential candidates for each of the available slots, as well as each person's training and development needs;

c)   Candidates are given the necessary training required for them to perform the job that needs to be filled" (UnitedNation-JIU2016).

To identify employees for leadership Hewitt (2012); Chibet (2015) and Ikechukwu (2017) said it is good to do so based on the following three categories (1) Leaders who are ready to assume paramount role now (2) Leaders who would be ready soon and (3) Leaders who the organization keeps an eye on.

7.2   The Public Sector Structures and Succession Management Process in Nigeria
7.2.1   The Structure

The civil service of a country or the tiers of government within the country refers to the permanent, non-partisan and hierarchically arranged bureaucracy that is the body of persons employed, and deployed into Ministries, Departments and Agencies (MDAs) to make and implement policies of government. This body of persons is called civil servants. They are paid salaries to perform some defined task or job to achieve the goals of the MDA and indeed the purpose of government. For the purpose of carrying out employment and other related employee matters some specific agencies and committees have been assigned the function of employing, deploying promoting and disciplining the employees in government service. The agencies for carrying out these functions exist in each tier of Government in Nigeria as follows:-

•   Office of Head of Civil Service of the Federation - Coordinates pool staff namely Administration officers, Executive officers. And post tem to various MDAs at the federal level

•   State Office of Head of Civil Service - Coordinates the MDAs at the state level

•   Federal Civil Service Commission- established by section 153, part I (d) paragraph II of the third schedule of the 1999 Constitution of the Federal Republic of Nigeria (As amended) has the responsibility for building a data bank on unemployed applicants

according to preferred ministry of applicants. Conduct interviews for employment promotions and posting of Commission staff to be part of MDAs Junior and Senior staff Committees. As well as exercise disciplinary measures on Civil servants, carry out inter cadre, inter-state, and inter-ministerial transfers. The absence of Commission representative renders the decisions of the committees null and void

• State Civil Service Commission- Responsible for building a data bank on employed applicants according to preferred ministry of applicants. Conduct interviews for employment promotions and posting its staff to be part of MDAs Junior and Senior staff Committees. As well as exercise disciplinary measures on Civil servants, carry out inter cadre, inter-state, and inter-ministerial transfers. The absence of Commission representative renders the decisions of the committees null and void.

• Local Government Service Commission- Responsible for conduct interviews for employment or posting its staff to oversee the process of interviews and promotions in local government councils.

The key feature of succession management is plan implementation. It is more elaborate, systematic and complex approach. It is the talk of having 'the right people in the right place at the right time' in order to accomplish the strategic goals of organization. Succession management process includes the identification and development of talent with high potential so that when a vacancy occurs in a key position, the organization does not have just a list of potential candidates, but a pool of better-prepared candidates. Succession management thus goes beyond political succession planning which does not care about rational technical factors. Succession management which is also known as 'talent management', "check that agreed development actions are taking place, link appropriately with the way jobs are actually filled, and influence wider workforce planning and resourcing strategies" (www.employmentstudies.co.uk/consult). It is readiness with relevant workers for the purpose of succession implementation. It is also described as the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organization, either in view of their 'high potential' for the future or because they are fulfilling business operation-critical roles. These individuals are talented high performers within the organization whose loss would severely affect the organization's survival. Succession planning may involve hiring talented individuals from outside the agency or training current staff by identifying high potential employees…Training and career development are important aspects of "making" talent. This means that the entire succession planning process must take this aspect into account. (United Nations-JIU (2016)

Succession management thus can become indistinguishable from talent management. It is all about raising the Stakes: Anticipating and Removing Barriers to Building High Quality Leadership Pipelines. It is all about exploring ways to move beyond the status quo and create viable and agile succession management systems, policies and practices. This requires discussion on the implications of change and future trends that may adversely affect leadership pipeline and the strategy it supports. Succession management requires Managers to move away from being 'talent hoarders' to 'talent producers (Westin New York at Times Squa).

7.2.2 Civil Service Succession Management process

Based on Federal and States Civil Service Rules (Federal Government of Nigeria 2008 (a) & (b); Taraba State Government (2012) the process begins as follows:-

1st The employer's MDAs carry out manpower planning which lead to creating personnel vacancies for promotion and employment during annual budget process. The plan shows existing vacancies and approved vacancies.

2nd Vacancies are advertised for qualified candidates to apply. It states the job description,

the quantity and quality needed

3ʳᵈ Qualified candidates are determined by ones possession qualifications and special skills. A candidate is expected to apply for the job, cadre and MDA in which he is qualified and desire to make a career in. The application is hand written and attached with the Form purchased from the Civil Service Commission or the agency empowered by law to do so. The choice of cadre when wrongly done can retard progression in one's career. For example, Progression to higher according to scheme of service requires the possession of additional academic /and professional qualification. The failure to possess such qualification may stop one from rising beyond certain grades and positions and this lead to stagnation and depression.

4ᵗʰ Shortlisted candidates are invited for interview on a given date.

5ᵗʰ Those that performed well at interview are issued appointment letters into the cadre's entry point. Or as advertised for senior posts

6ᵗʰ The candidates who decide to accept the appointment assume duty in the relevant department to fulfill other conditions of service and progression as contained in updated rules and regulations of the civil service.

7th Schedule of duty is given to the employee and the first two years on assumption of duty is regarded as a probation period and if he conducts falls short of the job started may result to stagnation or losing the job. But on a satisfactory completion of the probation period

The employee is issued with a Form to fill and serves as letter of permanent and pensionable appointment. This means the employee and employee cannot terminate the appointment arbitrarily to avoid any cost. It is expected either party should give three months' notice before the appointment is terminated by either party. If the termination comes from the employer he must pay the employee one month salary in absence of notice and vice versa.

8ᵗʰ The criteria for promotion, progression and succession is the use of (i) Interviews (ii) Annual Performance Evaluation Report (APER) for evaluation of employee's physical, medical and job performance (iii) Seniority and (iv) availability of vacancy.

To leave the service the length of service which is 35 years and the attainment of 60 years of age by birth of the worker guides when the worker finally leaves the service. There are other factors that can lead to disengagement from service such as death, incapacitation due to sickness, voluntary withdrawal or resignation on personal reasons. Be that as it may there are steps that must be taken to process monetary benefits of the worker before final disengages (Federal Government of Nigeria 2008a, 2008 b; Taraba State Government (2012). The processes thus create opportunities for employers, applicants and employees to interact. Consequently agencies without knowledge of the processes of manpower planning, end-up creating confusion, if not now but in future. For example a Ministry that filled up all several existing vacancies in a particular cadre at the same time may have a problem of succession in future when it comes to promoting only one officer as head of Department. Difficulty then arises when there is more than one person recruited into the same cadre and there are no detail records or there is distortion of data about personnel. The solution here requires engagement in succession management research to provide data e.g. on who first assumed duty following the receipt of appointment letter e.t.c.

7.3 Benefits of Succession Management

The benefits of succession management are

(a) It sees staff as asset and relies on staff to promote and carry out the vision, mission statements and goals of the organizations.

(b) It is an important framework and component for effective human resources management

(c) It helps to prevent potential loss of institutional memory and interruption of knowledge

transfer and business continuity in their leadership positions and other crucial functions.

(d) As an integrated and dynamic approach to employee development and an improved understanding of their aspirations it encourages the need for internal mobility

(e) It makes organizations think about what would happen to those services or the ability to fulfill the mission if a key staff member leaves or retires from the organization. As such when one director is leaving the organization there is somebody on the round to replace him.

(f) It helps to ensure that employees are well grounded and prepared for higher challenging responsibilities through staff training and development programmes.

(g) It reminds managers who are too focused on day-to-day operations by investing time to know employees and colleagues, their legitimate aspirations, discovering and developing their potentials to help them to also develop from a more overall career point of view. Managers must take the responsibility to hold regular career interviews; support employees with coaching and to get feedback, to enable them identify career opportunities so that they can take advantage of.

(h) It reminds us to comply with the constitution, rules and code of conduct of the organization so that there can be orderly leadership succession without crises.

8.0 Contemporary Issues in Modern Organizations
8.1 Global Trend

It is observed that globally there are greater career challenges to business in the next 20 years. Yet many organizations are not doing career and succession planning. However it is heartwarming that the United Nations is taking the issue of Career and Succession Management more serious than before (United (United Nations-JIU 2016). Notwithstanding, what are the challenges and there causes.

Globally the challenges are (1) Increasing shortages of talent (2) High turnover of younger employees (3) increasing number of retirees (elderly) (4) Increasing competition for talent (5) unpreparedness by organizations to respond to these challenges by developing leaders in both top executive management and non-executive positions (technical and professional) as well.

The causes of these are (1) demographic changes e.g. the old are living longer and there is a growing number of the unemployed population. (2) More positions require skilled workers with special knowledge but the skilled are in short supply and caused by many other factors (3) leads to decrease in employee loyalty leading to many cases of indiscipline/corruption. Because of the above challenges and causes the following trends are further being noted:-

(a) Career and succession management is now a consolidated practice. It is no longer just thinking on replacing persons in key top leadership positions alone, but requires systematic and logical work-out of how to retain all workers both in big and small organizations.

(b) Employee preferences are changing. They are no longer pursuing linear career development but are now flexible, diversified, and mobile into more than one career to make them more talented. For example some workers have more than one 1st, 2nd or doctorate degrees among other professional qualifications. As such this development can make them move horizontally and vertically ready for higher jobs.

(c) Need for internal mobility is being recognized more than before as a way to integrated and dynamic development of an employee. Some leaders are beginning to give attention to regular internal postings of some of their employees whose profession allows geographical movement; Some leaders are investing time to know their employees and their aspirations, and those who have overstayed in one station, which needs to be redeployed; they are beginning to use diverse means to make employees know both internal and external trends e.g. the specific skills required for certain jobs to enable them seat up.

(d) They are integrating other talent management process for career and succession

management e.g. the making use of data generated in various functional area and processes so as to be more informed and operate with information and perspectives. With the advent of computer and internet services central data bank on employee and organizational profiles, performance are easily b5uilt up for use by all.

(e) Decent work environment is being provided by best-in-practice organizations as motivation for longer stay with the organization and higher productivity.

8.2 Local Trend

There are also contemporary issues that serve as obstacles to smooth succession in the public service organization in the case of Nigeria. These are

(a) Introduction of new technology raises fear of unemployment and raises the criteria of qualifications. Most jobs now require candidates with computer literacy.

(b) The desire to move up but the lack of advanced skills

(c) There are vacancies in senior or key positions in many organizations simultaneously but there is much competition: Many candidates pursuing fewer vacancies.

(d) Prolonged engagement of graduates as manpower or casual personnel in the civil service of States

(e) Selective employment through replacement of retired or deceased workers with relations or associates of top management staff

(f) Nowadays candidates apply for job not because they want to make lifelong career in the cadre selected but just want to have a job until he moves to better paid jobs called greener pastures. This has led to dissatisfaction, general inefficiency, indiscipline low productivity and depression.

(g) The advent of economic recession resulted in ban on employment.

(h) The fear of losing valuable knowledge because experience workers have retired without commensurate employment and training them before exiting.

(i) There is restlessness amongst younger generation which promotes revolutionary pressures and political instability leading to reduction of productive venture.

(j) The perpetuation of some older workers who would have retired but for reasons the break rules to overstay in office. This arises because of the fear of non-payment of gratuities and late payment of monthly pensions; the fear of not having a personal house before retirement; the fear of insufficient pension and lack of means of additional income to maintain previous luxurious life style. This has often led workers to falsify age record to enable them stay longer in service.

(k) Employers are intensifying efforts to check ghost workers and those falsifying records through making use of computer for staff audit and biometric data capture to fish out ghost workers and ghost institutions.

(l) Work place politics is giving rise to god-fatherism and the practice of nepotism during employments. Other acts include failure to communicate in a transparent way to employees and colleagues on staff development and career path requirements so that staff members can be considered as potential candidates for succession to critical roles and positions e.tc. Eventually politicians interfere with meritorious conduct of recruitment exercise. Politicians are allocated vacancies to present candidates to take up appointment. Some candidates may not have even applied nor attended interview at the civil service commission. At the end because of godfatherism and nepotism, unqualified persons are employed into the civil service to create problem of succession and low productivity.

(m) APER is integral activity in succession management. Through it data for rational decision on a civil servant is obtained to review past targets and achievements, direct attention to areas for improvement, determine the ability and capability of worker's entitlement for

promotion or not, his training needs, and to hold higher leadership responsibility. But for some obvious reasons of workplace politics there is also dislike of Annual Performance Evaluation Reports and both employers and employees regard it as unnecessary ritual because the scores are not objective, and those that perform and do not perform are all promoted.

(n) Some departments in the public sector are operated on the basis of one man squad by not carrying his key subordinates along, and authoritatively, deny giving staff schedules of duty. This may be out of fear that the subordinate may use their knowledge to overthrow the senior officer;

(o) Some organizations that operate matrix structure for project management often fail to train others. And once the project is completed the professional returns to his parent organization or retires. Consequently there is no competent staff to take over them

9.0   How Some Organizations Involved in Succession Crises got out of the Problem

From the global local trends the major problem which there has caused the greatest succession management problems in most organizations is politically motivated crises. This manifests mostly in the role of politicians appointed to head public offices. They, more than ever before and as a ground to demonstrate power and authority, object to the advices from bureaucrats in preference to the interest of their political god fathers outside the MDAs. Some bureaucrats and organizations got out of this jigsaw nature of politics by either complying with the rules and principles of the civil service or succumbed to the will of politicians to allow the sleeping dog lie. This politicking often leads to delays in implementing official succession plans (Njeke 2018).

There are also intra Political Party succession crises. The method for resolution of the intra party conflict stresses the significance of obeying the laws of the land for orderly leadership succession to take place in the civil service and among career politicians. For example the more than a year succession crises in People's Democratic Party (PDP) centered on compliance and non-compliance with Constitution of the party. Before court verdict was pronounced a journalist asked a Taraba State PDP chieftain Mr. Andetarang Iramae "What do you think is the way forward for the party?" The chieftain said and I quote "They way forward is that the leadership should sit up, put in place machinery that will reconcile all aggrieved party members. The leaders should insist that the constitution of the party is strictly adhered to for the era of impunity should be gone for good and if such things are done, PDP will regain its glory years back" (Daily Champion Monday August 8 2016). And following the Supreme Court Judgment which is also a law in its right, has thrown up a situation where most PDP members embraced compliance with Party Constitution which some members initially despised, as well as obeying Court ruling. This compliance brought about a peaceful National Convention which elected a new party leadership to succeed the previous leadership.

The role of politics both in the civil service and outside the civil service underscores the importance of compliance with rules and for constitutional succession to take place much early to save time and resources; so as to have political stability in the organization.

10.0 Conclusion

In modern organizations (large and small, private and public) Career and Succession Management has become an established consolidated Human Resource process. There is however a great challenge for Human Resource managers both globally and locally. The foremost challenge is economic recession and pursuit of political interest in such a manner that career development, succession planning and management policies are undermined.

11.0 Recommendation

The challenges call for the following recommendation:-

1. Employers and politicians should take concrete steps to provide employees with growth and career advancement opportunities especially for those employees that are performance- driven: those that are goal getters and dedicated employees.

2. While that is being done employees should step-up their loyalty and comply with rules of engagement for smooth and successful career development, succession management for the positive development of State.

3. Management goal should change from seat-down-look to being proactive in timely processing issues and implement them through best practices.

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