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A STUDY ON STRATEGIC CAREER SUCCESSION PLANNING: DEVELOPING LEADERSHIP PIPELINES FOR ORGANIZATIONAL CONTINUITY WITH REFERENCE TO MOTHER DAIRY

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Abstract

There is a time in everyone's life called "career planning" and it is full of twists and turns and nobody can foresee. Consequently, one needs to choose a career route that leads to success with great thought and intent. Planning for success is the process of accomplishing set goals by developing a comprehensive set of strategies to integrate and coordinate activities. This article introduces a CAREER paradigm that may be used to design a career and achieve success in the modern world.

Making plans for your own or your workers' professional development becomes much more challenging in the absence of a defined path. Although it is impossible to accurately describe in writing the skills and qualities required for each senior position, this organization has made an effort to aid its younger managers and mentors by doing so.

There is more than simply money to gauge success. When you have a clear, long-term objective in mind, everything may shift, including your reading habits, the people you gravitate toward, and your interests and hobbies. Achieving one's goals is easier for those who have a strategy. If you're young or old, if you have a lot of time on your hands, making a plan may give you purpose and optimism.

Having a goal to work toward is not enough, even if it is essential. You need a plan and a way to test it in the real world.

You should probably construct a couple other futures for yourself just in case. After that, you may look into each one to see which one you like most.

Your approach to career planning should mimic that of an outside firm. Take the same care in crafting your own plan that you would when submitting it to a company. If you want to accomplish your goals, you have to give it your all. It will affect every aspect of your life. Try to finish the tasks in Targeting the Job You Want if you don't already have a plan for your future and talk to a career counselor about what you discover. By combining your talents, you have the potential to create a shared future vision and plan.

I. INTRODUCTION

"When it comes to succession planning for our son, the only certainty we have at present is the fact we are going to grow old and in our declining years our son is going to become more and more vulnerable."

Succession Planning

Succession planning enables your organization to identify talented employees and provide education to develop them for future higher level

and broader responsibilities. Succession planning helps you "build bench strength."

Long-term success is built on the future expertise of your people. Great career and succession planning lets you generate career development plans that compare your current and future talent needs with internal and external candidates. It helps you plan strategically, aligning individual aspirations with your organization's needs and goals.

Career (UK, NZ, Australian usage) and **caregiver** (US, Canadian usage) are words normally used to refer to *unpaid* relatives or friends of a disabled individual who help that individual with his or her activities of daily living.

The words may be prefixed with "family" "spousal", "child" to distinguish between different care situations, and also to distinguish them definitively from the paid version of a caregiver, a Personal Care Assistant or Personal Care Attendant (PCA). Around half of all careers are effectively excluded from other, paid employment through the heavy demands and responsibilities of caring for a vulnerable relative or friend. The term "career" may also be used to refer to a paid, employed, contracted PCA.

The general term *dependent care* (i.e., care of a dependant) is also used for the provided help. Terms such as "voluntary caregiver" and "informal career" are also used occasionally, but these terms have been criticized by careers as misnomers because they are perceived as belittling the huge impact that caring may have on an individual's life, the lack of realistic alternatives, and the degree of perceived duty of care felt by many relatives.

More recently, Careers UK has defined careers as people who "provide unpaid care by looking after an ill, frail or disabled family member, friend or partner". Adults who act as careers for both their children and their parents are frequently called the Sandwich generation.

A general definition of a career/caregiver is someone who is responsible for the care of someone who is mentally ill, mentally handicapped, physically disabled or whose health is impaired by sickness or old age. To

help caregivers understand the role they have taken on,

Our Career and Succession Planning solution helps you address skills gaps, manage talent pools, find future leaders, plan for their development and identify opportunities for internal mobility.

- **Manage risk:** Identify key positions or areas of the business vulnerable to future skill gaps and work towards low attrition to ensure minimum disruption and risk.
- **Increase visibility:** Support management decision-making by supplying detailed information on key positions and potential successors. Build a complete picture of your global talent pool across critical functions, countries and regions.
- **An internal view:** Reduce your dependence on hiring external talent by identifying and developing internal successors.
- **A simpler process:** Maintain a real-time organizational view of individual career histories and current readiness, and proactively identify potential gaps in bench strength.
- **Empower and engage:** Keep your people motivated and challenged through their personal development and individual career plans.
- **Improve your options:** Test out 'what-if' succession scenarios which support development of effective, agreed succession plans.

SCOPE OF THE STUDY:

This study covers all aspects of Career Succession Planning programs in **National Dairy Development Board (Mother Dairy)**. This study covers the New Entrant Manager

response towards the Succession Planning programs in the organization.

- To identify those who are performing their assigned task well and those who are not and the reason for such performance.
- To provide information about the Succession planning Process as management basing on which decisions regarded conformation, promotion, demotion and transfer are taken.
- To provide feedback information about the level of achievements and behavior of an employee.
- To provide information and counsel the employee.
- To compare actual performance with the standards and in out deviations (positive and negative)
- To create and maintain satisfactory level of performance.
- To prevent grievance and in disciplinary activity.
- To facilitate fair and equitable compensation.

OBJECTIVES OF THE STUDY:

1. To analyze and examine the effectiveness of Career Succession Planning programmers in **National Dairy Development Board (Mother Dairy)**.
2. To assess how often Career Planning programmers are conducted and how much are the employees satisfied.
3. To study to what extent the Career Planning programmers are applicable to their jobs.

4. To study the employee's opinion on the Career Succession Planning in **National Dairy Development Board (Mother Dairy)**.

II. METHODOLOGY

The basic principle in the research has been adopted in the overall methodology. The following methodology has been used for meeting the requirements,

- Defining objectives
- Developing the information sources
- Collection of information
- Analysis of information
- Suggestion

The methodology followed for collection, analysis under interpretation of data in explained below.

1. RESEARCH DESIGNS

There are generally three categories of research based on the type of information required, they are

1. Exploratory research
2. Descriptive research
3. Casual research

The research category used in this project in descriptive research, which is focused on the accurate description of the variable in the problem model. Consumer profile studies, market potential studies, product usage studies, Attitude surveys, sales analysis, media research and prove survey s are the, Examples of this research. Any source of information can be used in this study although most studies of this nature

rely heavily on secondary data sources and survey research.

data pertaining to the study. The results are illustrated by means of bar charts.

2. Data collection method

Primary data:

It is collected through the questionnaire, a formalized instrument of asking information directly from respondent demographic characteristics, attitude, belief and feelings through personal contracts. Structured and on disguised form of questionnaire is used and consists of multiple choice questions.

Secondary data:

Internal secondary data about the Mother Dairy included formal data, which is generated within the organization itself, were obtained through concerned head in the organization

External secondary data generated by source the organization was used such as public available data provided by the reports of the companies. All this information is of great importance and conceptualizes and illuminates the core of the study.

3. SAMPLE DESIGN

a) Sampling unit: the study is directed towards the executive of managerial level.

b) Sample size: sample size of 100 is taken in this study

4) DATA ANALYSES

Simple analysis method is followed for analyzing the data pertaining to different dimensions of employees. Simple statistical data like percentage are used in the interpretation of

LIMITATION OF THE STUDY

- Due to constraint of time and resources, the study was conducted in the regional sector as Mother Dairy and the results of the study cannot be generated.
- The accuracy of the analysis and conclusion drawn entirely depends upon the reliability of the information provided by the employees.
- Sincere efforts were made to cover maximum departments of the employees, but the study may not fully reflect the entire opinion of the employees.
- In the fast moving/changing employees behavior, name new and better things may emerge in the near future, which cannot be safeguard in this report.

III. CAREER AND SUCCESSION PLANNING

The Career and Succession Planning component enables you to create, implement and evaluate succession planning scenarios. In Career Planning, you can identify possible career goals and draw up career plans for employees. You use Succession Planning to find people to fill unoccupied positions. Career and Succession Planning has two main goals. One is to advance employees' professional development within a company, the other is to ensure that staffing requirements are met.

Integration

If Career and Succession Planning is integrated with the Qualifications and Requirements component, you can:

- Create profiles for objects. You can include these profiles in Career and Succession Planning.
- You can compare these profiles against each other (to see how suitable a person is for particular positions, for example).

Integration with the Development Plans component gives you the following functionality:

- You can plan and manage your employees' further training and education
- Suitable development plans for eliminating qualification deficits are proposed automatically

See also the recommendations contained in the Integration section of Personal Development.

Features

The Career and Succession Planning component provides you with the following functions:

- You can create careers. These describe the various career paths possible within a company. Careers are used in career and succession planning scenarios.
- You can use a whole range of planning criteria when working through career and succession planning scenarios. These planning criteria are independent of each other.
- You can define user parameters to specify whether essential requirements,

alternative qualifications or depreciation meter information should be taken into account in career planning scenarios. See User-Specific Settings.

- You can plan for a specific key date.
- To identify career and development goals, you can carry out career planning for persons and for other object types.
- To identify potential successors, you can carry out succession planning for positions. You can analyze the knock-on effects of succession planning by conducting a simulation.
- You can work through career and succession planning scenarios without taking careers into account.
- You can display a ranking list for every career and succession planning scenario. This ranking list is sorted on the basis of an object's suitability. Suitability is expressed as a percentage value.

Suitability percentages should be regarded merely as a criterion for sorting lists.

- You can also define suitability ranges and thus structure the ranking list better (Customizing).
- You can specify how the system should handle over qualification when the suitability percentage is being calculated (Customizing).
- You can display ranking list entries by screen (Customizing setting).
- From the career (or succession) plan you can:

- Access the profiles of all the objects displayed
- Match up profiles with each other
- Evaluate qualification deficits
- Display training proposals and book courses (business events)
- Access careers
- Create preferences and potentials

Develop organizational agility to respond to business shifts

Job partners Active Planner manages the career development process, allowing your employees and their managers to actively plan for long-term career growth, as well as design succession strategies for key positions. With a personal development strategy for each employee, your organization can maximize the potential of every individual, resulting in increased overall business performance and talent retention.

What does it mean for you?

Active Planner increases management effectiveness and strengthens internal communication through a coordinated and structured approach to career development.

Improve employee motivation

- Engage employees to actively participate in defining their career development goals
- Retain key employees by aligning aspirations to future opportunities

Strengthen your leadership breadth and depth

- Expand your peripheral talent vision and secure key positions

- Assess and develop high potential talent for ongoing business growth
- Identify organizational risk to mitigate disruptions to the business

Help your managers develop talent

- Collaborate to define the best talent management approach for different types of employees
- Connect employees with consistent, easy-to-use, collaborative processes that help managers focus on the one-to-one personal development relationship
- Foster continual development and accountability by easily establishing milestones and proactively monitoring their progress

Most Mother Dairy staff realize that they have an important role to play in their own career planning and development but many are not clear on how to assume this role, nor are they clear on what future opportunities exist in Mother Dairy . Departmental employees also believe that support from Mother Dairy and its managers is essential for successful career development programs.

The Annual Performance Appraisal is theoretically intended as an opportunity for managers to support their employees with their career development planning. However, based on interviews conducted during the review, it is estimated that less than 50% of Mother Dairy employees receive an Annual Performance Appraisal. The main reasons cited by managers for not undertaking Performance Appraisals were: workload associated with preparing for the appraisal; lack of use made of the appraisal; and

discomfort with the evaluative focus of the appraisal process.

Health Canada, Statistics Canada and the Solicitor General of Canada, are examples of departments that emphasize the importance of annual management/employee career development discussions and de-emphasize the focus on employee performance evaluation. Recommendations are made for Mother Dairy to re-orient the Annual Performance Appraisal process to focus on career development through the use of Annual Learning and Development Plans for all Mother Dairy staff.

To further support and promote career development, this review recommends the following: provision of training to Mother Dairy management and staff on how to undertake and support effective career planning; the further development of career development self-help tools for Mother Dairy staff; and the evaluation of the Pacific Region's Employee Development Centre for potential implementation in other Mother Dairy regions.

The focus of the Mother Dairy training policy over the past few years has been on employees' entitlement to ten days of learning. The majority of those interviewed during the course of this review believe this policy to be somewhat meaningless. Recommendations of the review are to re-orient the Department's training policy to one that is needs-based rather than entitlement-based. An increased emphasis on career development planning as recommended by this review will help facilitate this increased focus on identifying training requirements.

Career Development Programs and Mentoring

The High Potential Employee Program (HPE) selection process is generally perceived as

secretive and arbitrary, and targets only senior level staff. It is recommended that the HPE program be discontinued and replaced with a fair and transparent regional management development program that includes all levels of staff, similar to Canadian Customs and Revenue Agency's Atlantic Region Management Development Program.

The Mother Dairy Management Trainee Program (MTP) administered by the Director General of HR should increase funding towards MTP participants' salaries for departmental assignments, from the current 50% to 100%. This approach would help ensure that MTP assignments are relevant and of high quality.

Although the Career Assignment Program (CAP) has been redesigned with less emphasis on mandatory mobility requirements, the perception exists that mobility is essential for selection to CAP, and this is frequently quoted as a disincentive to apply for CAP. This review recommends that mobility requirements for Career Assignment Program participants be established on a case-by-case basis and that participants have the option to complete most assignments in their current home geographic location.

Currently there is inadequate program and administrative support to both MTP and CAP participants in Mother Dairy. It is recommended that additional staff support be provided to the HR Executive Group Services Branch.

Mother Dairy is committed to promoting mentoring initiatives in the Department. The observations and recommendations of this review pertaining to mentoring focus on the administration of mentoring programs. Health Canada has already made significant progress in establishing a web-based system to administer its mentoring program. Health Canada has made

its system available to all departments. It is recommended that Mother Dairy examine the feasibility of using the national, interdepartmental mentoring program/database developed by Health Canada to administer the Mother Dairy mentoring program.



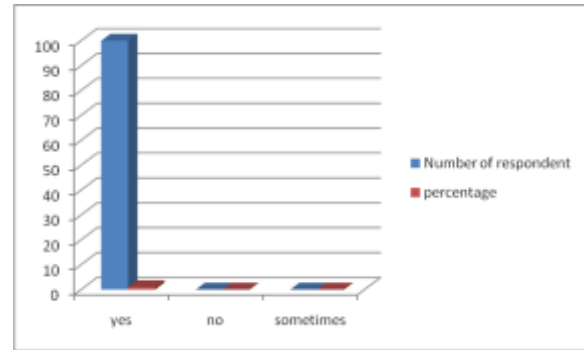
Succession Planning is traditionally defined as a process for determining who will succeed the current incumbent(s) of a particular position(s) at some point in the future. This definition implies control over who the successor will be for a specific position, and the ability to groom the chosen successor. Public Service promotion mechanisms, however, do not often lend themselves to identifying specific persons as successors. In the Public Service, succession planning almost amounts to a recruiting strategy.

IV. DATA ANALYSIS AND INTERPRETATION

1. Your organization offer Career Planes for you?

- a) Yes b) no
c) sometimes

Category	Number of respondent	percentage
yes	100	100%
no	0	0%
sometimes	0	0%



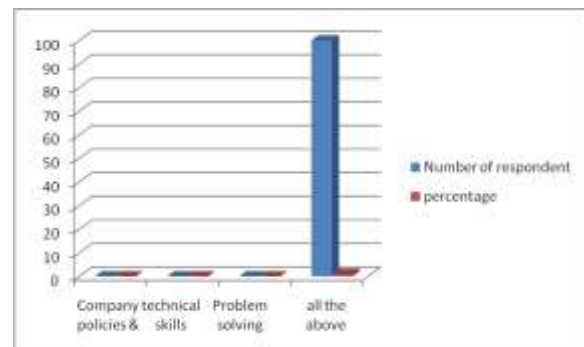
INFERENCE:

As per the survey it was found that organization provide Career planning for each employee in the organization

2. In which areas Succession Planning is provided to you?

- a) Company policies & procedure
b) technical skills
c) Problem solving capabilities
d) all the above

Category	Number of respondent	percentage
Company policies &	0	0%
technical skills	0	0%
Problem solving	0	0%
all the above	100	100%



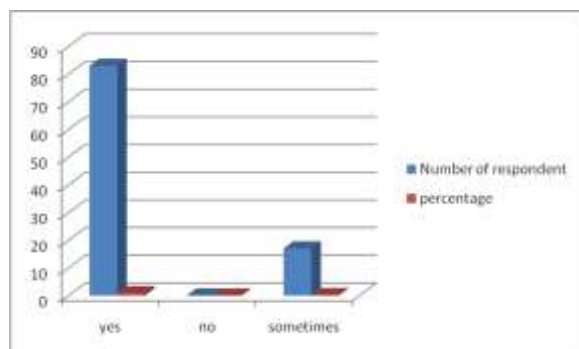
INFERENCE:

As per the survey it was found that the organization provides Succession planning for employee in all areas.

3. Do you think increase your performance, commitment & motivation?

- a) Yes b) no
c) sometimes

Category	Number of respondent	percentage
Yes	83	83%
No	0	0%
sometimes	17	17%



INFERENCE:

As per the survey it was found that 83% of the employee feels that training programmes increase the performance, commitment & motivation, and 17% feels sometimes

VI. CONCLUSION

- The National Dairy Development Board (Mother Dairy) research on career and succession planning has painted a comprehensive picture of how employees feel about their own career planning.
- The on-the-job approach to career planning training has piqued the curiosity of the majority of responders.
- Feedback is solicited from each and every one of the program's participants, according to the majority of replies.
- Programs are actively pursued by employees of the company.

- The staff is receiving the training on a regular basis.
- The majority of workers are pleased with the individuals chosen for Career Planning.
- The majority of workers feel that the Career Planning program is teaching them about cutting-edge market technologies.
- If the Career Planning program is successful in achieving its stated goals, the majority of workers will be satisfied.
- The majority of workers are expressing satisfaction with the organization's Career Planning program.

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