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# Kenya Medical Training College



SUCCESSION PLANNING POLICY

MAY 2019

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## PREFACE

On behalf of the Kenya Medical Training College (KMTc) Board of Directors, I am delighted to approve this Policy for use by Management. The KMTc Board is determined to improve access to and equity of quality medical training and to ensure that the institution plays its role in the realization of Sustainable Development Goals (SDGs), Vision 2030, health sector policies and the government agenda on the “Big Four”. The Board continues to realize the set milestones which contribute to improving the quality and quantity of essential health care providers. Inadequate numbers of skilled care providers have had a negative impact on efforts to expand access and improve the quality of health services. This situation is compounded by continued high prevalence of communicable and non-communicable diseases in the country.

Towards this end, the KMTc Board of Directors under my leadership is determined to critically address the task of defining long-term strategies for addressing the constraints to training and development of quality health care providers through:

- i. Improved policy and corporate governance for enhancing accountability and decision making.
- ii. Enhanced access, quality, relevance and equity in medical training.
- iii. Prudent resource utilization and good infrastructural management.
- iv. Increased visibility of Kenya Medical Training College nationally and internationally as a premier institution focusing on training, research and consultancy.
- v. Improved resource base, partnership and linkages.

Succession Planning ensures that there are qualified and motivated employees (or a means of recruiting them) who are able to take over when key people leave an organization. This Policy shall ensure periodical assessment of the needs of KMTc and enable the College to develop long and short term succession plans to ensure continuation of operations, develop strong leaders and contributors to KMTc by ensuring an inspired workforce that is empowered. This will in turn improve customer service and realization of KMTcs mandate.

I believe successful implementation of the Policy will be realized through total commitment of the entire staff, students and other key stakeholders.



**Prof. Philip Kaloki, MBS,**

**Chairperson, KMTc Board of Directors.**

## FOREWORD

Succession Planning is a vital practice which is aimed at ensuring that a succession plan is established to provide continuity in leadership by avoiding extended and costly vacancies in key positions and within the various positions within Kenya Medical Training College.

The College recognizes that employee separation is inevitable as such the College needs to be prepared for any eventual permanent change in senior management – either planned or unplanned – to ensure the stability and continuity in operations until such a time as a suitable permanent replacement is identified. The College's Board of Directors shall be responsible for implementing this Policy and its related procedures.

The College shall assess the permanent staffing needs of the College to ensure the selection of qualified and capable members of staff; a good fit for the organization's Mission, Vision and Core Values; and who have the necessary skills for the organization.

To achieve this goal, it is the Policy of the College to develop a diverse pool of candidates for its permanent senior management positions. The College shall encourage the professional development and advancement of current employees. Additionally, the College will employ a robust external recruitment and selection process.



**Prof. Michael Kiptoo,**

**Chief Executive Officer.**

## **VISION**

A model institution in the training and development of competent health professionals

## **MISSION**

To produce competent health professionals through training and research, and provide consultancy services

## **CORE VALUES**

Accountability

Integrity

Responsiveness

Equity

Teamwork

Professionalism

Creativity and innovation

## DEFINITION OF TERMS

<b>Career Pathing:</b>	Means ensuring that each staff member's potential is developed to its fullest extent and that there is a career mapped out for him/her in the College service. The aim should be an attempt to train and develop the employee to an extent that he/she is able to reach the level of seniority to which he aspires and to be able to competently undertake the duties attached to that post.
<b>Long term absence:</b>	Is one that is expected to last more than three (3) months.
<b>Permanent absence:</b>	Is one in which it is firmly determined that the officer will not be returning to the position.
<b>Short-term absence:</b>	Is three (3) months or less.
<b>Succession Plan/Chart:</b>	Is a tool which is used to track succession planning for different roles within the College.
<b>Succession Planning:</b>	Means making the necessary arrangements to ensure that suitably qualified people are available to fill posts which will arise within any specific department over forthcoming years.
<b>Temporary absence:</b>	Is a situation whereby it is expected that the in-charge will return to his/her position once the events precipitating the absence are resolved.
<b>Unplanned absence:</b>	Is one that arises unexpectedly, in contrast to a planned leave, such as annual leave or sabbatical.

## 1.0 INTRODUCTION

### 1.1 Background

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

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

### 1.2 Applicability

This Policy is intended for use in guiding line managers in Kenya Medical Training College in formulating plans for staffing within their departments which will address staff departures, planned or unplanned.

### 1.3 Scope

This Policy covers all staff in the College.

### 1.4 Objectives of Succession Planning Policy

- i. To manage risk caused by planned and unplanned human resource departures that deprive the organization of key skills, continuity and performance and hence loss of a competitive edge against its competitors.
- ii. To create an ongoing supply of well trained, broadly experienced, well motivated employees who are ready to step into key positions as needed.
- iii. To develop individuals within the organization who hold the skills and potential to rise within the organization and to nurture their advancement.
- iv. To define employees' career paths, which will help the College to train and retain a pool of suitably qualified employees. In doing so, the College will develop key talents, competencies, skills and knowledge required of each person occupying a key position within the College.
- v. To align the future staffing needs of the College with the availability of appropriate resources.
- vi. To increase the pool of talented employees to fill key positions in the College.
- vii. To develop effective staff retention practices.
- viii. To preserve institutional/organizational memory and ensure continuity.
- ix. To ensure long-term commitment to the College by staff.
- x. To enhance internal market through promotions, career opportunities and development.



## 1.5 Guiding Principles

- i. Giving priority to staff within the College when filling key leadership positions that fall vacant.
- ii. Helping individuals to prepare themselves to qualify for higher levels of responsibility through training and development, job assignment, job enrichment and rotation, mentoring and coaching.
- iii. To ensure filling of vacant positions competitively and in a transparent manner.

## 2.0 RESPONSIBILITY FOR IMPLEMENTING SUCCESSION PLANNING AND CAREER PATHING

- i. The leadership responsibility for succession planning rests with the College Board of Directors with its work delegated to the CEO.
- ii. It will be the responsibility of each Head of Department to develop an organogram for use in staff development plans, building a pool of talents from where potential for leadership positions will be identified, and in filling positions whenever they fall vacant due to planned or unplanned absence.
- iii. The College Staff Appraisal Instrument will be used to identify and recommend individuals who can be developed for future leadership responsibility.
- iv. Human Resource Plans will be used in conjunction with the staff establishment when filling positions that fall vacant. There will be annual reviews of staff positions in the College.

### 2.1 Responsibilities of the Board of Directors

- i. The Board of Directors shall establish and maintain an organizational structure, policies and procedures to facilitate succession planning and career pathing within the College.
- ii. To make resources (financial and other) available in order to promote the implementation of succession planning and career pathing through ensuring there is a training budget available to ensure employee training and development.

### 2.2 Responsibilities of the Unions

- i. To continuously encourage and motivate their members to participate in training and development programs.
- ii. To play a supportive role in the implementation of Succession Planning and Career Pathing, in particular in assisting with implementation of employment equity.
- iii. To take responsibility to perform well in their current job/position while preparing themselves to meet new challenges to higher levels of responsibility.
- iv. To demonstrate high potential or ability that will enable them to achieve success.
- v. To possess critical skills, knowledge, ability, aptitude, values, motivation, initiative, self-control, work style attitude that contributes to exemplary work performance

### 2.3 Responsibility of Employees

- i. To commit themselves to participate in training programs
- ii. To voluntarily participate and commit to personal development.

### 3.0 SUCCESSION PLANNING STRATEGY

The strategies include:

- i. Forecasting of human resource needs.
- ii. Carrying out training needs analysis and continuous human resource audits.
- iii. Developing clear career paths for all staff.
- iv. Skills and competency development.
- v. Establishing staff mentorship programs.
- vi. Creating a learning organization.
- vii. Reviewing employees' performance continuously.

### 4.0 SUCCESSION PLANNING PROCEDURE

The procedure takes cognizance that the overall responsibility for making succession planning a success lies with the Board of Directors through the CEO in conjunction with the Heads of Department. The detailed procedure for succession planning is outlined here below:

- i. Understand current and future needs

Proper succession planning entails understanding future needs of the College. This information can be obtained from the College resource documents which include the KMTC Act, the KMTC Strategic Plan, Policy documents among others.

- ii. Understand current capability

The Deans, Chairpersons/Heads of Departments and sections should undertake an assessment of the current capability of staff within their department. Performance review and development records are an important source of information to inform this assessment.

- iii. Determine capability gaps and excesses

- a. The Deans, Chairpersons/Heads of Departments and Sections compare the current and future capability needs against the current capability of the department to determine gaps by making reference to the staff establishment.
- b. The Deans, Chairpersons/Heads of Departments and Sections assign these gaps to people/ roles within the College. The Deans, Chairpersons/Heads of Departments and Sections use the Succession Chart to document capability gaps for their department. This process should happen annually for each department after staff performance reviews and after a change in the department.
- c. Completed succession chart is to be sent to the Human Resources Manager who will report the overall College succession chart to the staff, appointment and appraisal committee. Succession planning will be reviewed and approved by the Board of Directors annually for specific roles.

- iv. Address capability gaps

This is done by:

- a. Developing existing staff.

- b. Hiring new staff or promoting existing ones.
- c. Through outsourcing services where there is no internal capacity within the College.
- d. Developing a succession planning document which in reference to the College's organogram would project and plan for position that are likely to fall vacant through retirement or demand as a result of the College's growth.

## **5.0 SUCCESSION PLAN IN SHORT OR LONG TERM**

### **5.1 Succession Planning of Positions in Executive Management**

- i. In the event of an unplanned or planned absence of a member of the Executive Management Committee, whether permanent or temporary absence the Chairman of the Board of Directors shall be informed of such absence immediately.
- ii. The Chairman of the Board shall convene a meeting to affirm the procedure prescribed in the succession plan to appoint a replacement.
- iii. The Board of Directors shall appoint a standing appointee to the new vacant position who shall hold office for a period not exceeding six months during which period the process of appointing the substantive holder of the office shall be done competitively.
- iv. The appointed appointee shall have the full authority for decision-making and independent action as the substantive holder of the office which has fallen vacant.
- v. The acting appointee shall receive all the allowances accorded to the substantive office holder as well as acting allowance during the period of service in the said position.
- vi. The Board of Directors shall communicate the temporary leadership structure to all stakeholders both internally and externally.
- vii. In the event that the Chief Executive Officer intends to take leave or is absent from office, he/she shall notify the Chairperson Board of Directors in writing and appoint an acting officer to the office during the period. The acting role shall rotate between the Deputy Director Academics, Deputy Director Finance and Administration and the Corporation Secretary.

### **5.2. Succession Planning for Departments and College Campuses**

At departmental and campus levels, where the substantive Head of Department or Campus Principal is absent from office, his/her immediate deputies shall hold the position in an acting capacity and on a rotational basis.

### **5.3 Succession Planning of other Appointments**

The succession planning for other positions other than the Executive Management shall be communicated to the line managers and the guidelines as outlined in sub-clause 5.1 above shall apply accordingly.

## 6.0 ADMINISTRATION OF THE POLICY

The succession planning of the College shall be done by the Succession Planning Committee. The Committee shall comprise of the following members:

- i. Chief Executive Officer - Chairperson
- ii. Corporation Secretary
- iii. Deputy Directors
- iv. Human Resource Manager - Secretary
- v. Registrars
- vi. Finance Manager
- vii. Legal Manager

### Functions of the Succession Planning Committee

- i. To develop and review the Colleges Succession Plan and the departmental succession plans.
- ii. To plan for succession and continued development of Staff.
- iii. Skills and competency development through monitoring programs, executive coaching, leadership development programs, delegation and team building.
- iv. Effective annual performance appraisal and feedback systems with commensurate rewards.
- v. Carrying out frequent employee satisfaction surveys and exit interviews.
- vi. Ensuring training and development of staff.
- vii. Reviewing the staff establishment and filling the vacant positions, abolishing redundant positions or creating new posts.
- viii. Analysis of the human resource forecast annually.
- ix. Identification and analysis of planned retirements and potential turn overs.
- x. Periodically review the succession plan of the College.
- xi. Develop career paths for the College staff to ensure utilization of individual skills within the College.
- xii. To establish a highly motivated work force to ensure a decreased staff turn-over.

## **7.0 CORRESPONDING DOCUMENTATION**

- i. Organizational Chart
- ii. College Staff Establishment
- iii. Career Progression Guidelines
- iv. Training Projections
- v. Succession Plan/Chart

## **8.0 TRAINING PROJECTIONS**

The Human Resource Section shall provide training projections for all the members of staff in an annual basis and ensure the same is presented to the Board of Directors and budgets approved.

## **9.0 POLICY IMPLEMENTATION**

### **9.1 Implementation Date**

This Policy takes effect on the date it is approved by the KMTC Board of Directors.

### **9.2 Monitoring and Evaluation**

- i. The Succession Planning Committee shall conduct monitoring and evaluation of the effectiveness of this Policy in line with the Monitoring, Evaluation and Reporting framework.
- ii. The College shall:
  - a. Develop and maintain strategies and mechanisms for monitoring and evaluation of this Policy.
  - b. Undertake regular check on implementation of the Policy.
  - c. Carry out annual evaluation on the implementation of the Policy.
  - d. Use the information for planning and management.
  - e. Propose potential areas for review.

### **9.3 Review**

The Policy will be reviewed after every three (3) years or earlier as need arises with an aim to enhance efficient delivery of effective outcomes.

## APPROVAL

**Title** : Succession Planning Policy

**Contact** : Corporation Secretary

**Approval Authority** : The Board of Directors

**Commencement Date** : May 2019

## SIGNED



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**Prof. Philip Kaloki, MBS,**  
**Chairperson, KMTC Board of Directors.**

15th May 2019

**Date**



KMTC is ISO 9001:2015 Certified.

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