Scientific Research Publishing

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

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Abstract

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

1. Introduction

The Guyana Police Force (GPF), the nation's principal law enforcement agency, was established on July 1, 1839 (GPF Website, n.d.). Despite its long history, the

GPF faces significant challenges in filling leadership and management positions due to an outdated promotion policy. This policy, outlined in the GPF Standing Orders Revised (2002), has proven inadequate, leaving key senior positions unfilled (GPF Annual Report, 2019; GPF Situational Analysis Report, 2019). The absence of a robust and strategic succession plan exacerbates this issue, highlighting the need for a more effective approach to leadership continuity within the organization.

The GPF operates across 12 regional divisions and 32 units, which are critical to maintaining law and order throughout Guyana (GPF Annual Report, 2019). Its mission is to serve the citizens and communities of Guyana in a professional, proactive, and accountable manner (GPF Current State Report, 2019). As mandated by the Police Act, Chapter 16:01, the GPF's responsibilities include maintaining peace and order, suppressing internal disorders, securing property, prosecuting criminal elements, deterring crime, enforcing laws, and performing military duties under the direction of the Minister of Home Affairs.

In 2019, the GPF processed a significant volume of services, including 81,305 passport applications, 452 firearms applications, and 46,207 police clearance applications. Crime statistics for the same year indicated a substantial workload, with 7272 persons charged, 9358 cases pending, and 60,907 reports made (GPF Crime Report, 2019). Additionally, the agency handled 109 fatal accidents, 276 serious accidents, and 394 damaged accidents (GPF Traffic Report, 2019).

Despite having a GPF Strategic Management Plan (2019/2021), a GPF Strategic Implementation Plan (2019/2021), and A Human Resource Management Guide (2019), the GPF struggles with leadership continuity. The current promotion process, which includes the recommendation of ranks, shortlisting based on seniority, and submission to the Police Service Commission for senior-level appointments, has failed to adequately address the organization's leadership needs (GPF Standing Orders Revised, 2002).

The strategic priorities outlined in the GPF's plans emphasize operational efficiency, training and development, partnerships, performance measurement, and infrastructure improvements. However, these initiatives are undermined by the lack of a comprehensive succession plan. The promotion policy does not effectively incorporate crucial factors such as knowledge management, leadership development, talent management, an objective selection process, management commitment, and strategic alignment (Al Suwaidi et al., 2020; Mercadal, 2019).

The absence of a strategic succession plan has resulted in unfilled senior positions, which in 2019 included vacancies for nine senior positions at the regional divisions and twenty-five senior positions at the headquarters departments (GPF Annual Report, 2019; GPF Situational Analysis Report, 2019). This situation underscores the critical need for law enforcement agencies and public organizations to adopt a methodical approach to succession planning.

Effective succession planning is essential for ensuring leadership continuity and mitigating the risks associated with sudden leadership changes, such as loss

of organizational memory due to retirement, termination, or death (Harrell, 2016). By retaining and developing knowledge capital and encouraging individual advancement, law enforcement and public organizations can achieve long-term improvement and continuity (Chen & Tsai, 2020).

A robust succession plan also helps prevent nepotism and favoritism in the selection of successors for key positions, ensuring that the best candidates are chosen based on merit (Al Suwaidi et al., 2020; Geys et al., 2020a). Moreover, it allows for the replenishment of human resources at all levels, addressing both current and future staffing needs within the organization.

The purpose of this qualitative professional administrative study was to identify strategies and approaches for implementing an effective, robust, and strategic succession plan within the client organization. The study involved conducting face-to-face semi-structured interviews to collect data on the organization's challenges, culture, identity, and purpose, as well as to gather perspectives on how to ensure leadership continuity through strategic succession planning (Katz et al., 2016). The findings from this study are intended to guide the client organization, as well as other law enforcement agencies and public organizations, in adopting a comprehensive and effective succession plan that enhances leadership continuity and drives organizational improvement (Al Suwaidi et al., 2020; Geys et al., 2020b; Mercadal, 2019).

The central research question guiding this study was: How can a primary law enforcement agency implement an effective, robust, and strategic succession plan for leadership continuity?

2. Literature Review

2.1. Succession Planning and Its Importance

Succession planning is a vital strategy for organizational sustainability, ensuring that there is a continuous development and retention of employees across all hierarchical levels. Akinde (2021) emphasizes the necessity of embedding succession planning throughout the entire organization to prepare future leaders for seamless transitions, particularly during periods of turnover. According to Ponti (2013), the systematic implementation of succession planning enables organizations to be well-prepared with capable successors who can take over critical roles, thus minimizing disruptions and maintaining operational continuity.

Furthermore, several scholars, including Chapple (2022), Das (2020), Kunath (2022), have highlighted the role of succession planning in reducing organizational disruptions. Their research indicates that best practices in succession planning involve not only the development of new leaders through structured mentorship programs but also the integration of strategic approaches such as knowledge management, leadership development, and employee retention. Dawson (2020) and Theus (2019) stress the importance of leadership commitment in this process, noting that fostering future talent through robust succession planning is essential for sustaining the human capital that underpins or-

ganizational success.

2.2. Succession Planning Models

The academic literature presents various models that serve as guides for implementing effective succession planning within organizations. Bukhari (2019), Okwakpam (2019) have collectively provided insights into comprehensive succession planning models. These models typically incorporate key components such as strategic decision-making, knowledge management, talent management, leadership development, organizational culture, and management commitment.

These models underscore the strategic allocation of resources as a fundamental aspect of achieving organizational goals. Knowledge management is highlighted as a core element within these models, as described by Al-Husseini et al. (2015) and Byukusenge & Munene (2017). Effective knowledge management involves the systematic process of defining, identifying, organizing, structuring, producing, sharing, transferring, storing, and managing an organization's collective knowledge and experience. In parallel, talent management, as discussed by Al Ariss et al. (2014) focuses on the identification, recruitment, development, and retention of employees who are vital to advancing an organization's objectives. Leadership development is another critical component, where Chapple (2022) emphasizes the need to enhance individuals' capabilities to perform in leadership roles, ensuring that the organization's leadership pipeline remains strong and dynamic.

Additionally, the role of organizational culture in succession planning cannot be overstated. Abbas & Saad (2018) point out that a positive organizational culture fosters an environment that is conducive to leadership development and succession planning. The integration of a supportive culture within the succession planning process is essential for creating a stable and nurturing environment where future leaders can thrive. Finally, management commitment, as highlighted by Colwell & Joshi (2013) is crucial for prioritizing leadership continuity and embedding it into the organization's strategic agenda. Leaders who are actively committed to succession planning ensure that it becomes a fundamental part of the organization's long-term strategy.

2.3. Succession Planning Strategies

Developing a succession planning strategy requires a series of well-defined steps, as identified by Kane & Barbaro (2016). The initial step involves identifying key positions within the organization that necessitate succession planning. This is followed by a thorough assessment of the skills, knowledge, and competencies required for these critical positions (Al Suwaidi et al., 2020). The next critical step involves the identification of potential leaders and the development of their skills through targeted training, mentoring, and coaching programs (Page & Gerstberger, 2019). The creation of a succession plan is indispensable when a key position becomes vacant. Leskiw & Singh (2017) stress the importance of

having a clearly articulated plan that details potential successors, their developmental needs, and the timelines required to prepare them for leadership roles. Additionally, it is essential to monitor the progress of potential leaders continuously, making necessary adjustments to the succession plan based on their performance and readiness to assume leadership roles. Finally, the effectiveness of the succession plan should be subject to regular evaluation to ensure it aligns with the organization's objectives (Akinde, 2021). Communication of the plan to all relevant stakeholders is also crucial, as it fosters a shared understanding of the succession planning process and encourages engagement (Al Suwaidi et al., 2020).

2.4. Knowledge Management Framework

A well-structured knowledge management framework is a critical element of succession planning and broader organizational development. According to Appelbaum et al. (2012), knowledge management involves systematic processes and tools designed to manage an organization's knowledge assets, thereby facilitating improved performance and fostering innovation. The knowledge management framework typically includes several key components: knowledge creation, capture, organization, storage, retrieval, sharing, application, update, and culture, each contributing to the effective management of organizational knowledge (Okoro & Iheanachor, 2020).

For instance, the SECI model proposed by Nonaka & Takeuchi (1995) is a widely recognized framework in the realm of knowledge creation, emphasizing four distinct modes: socialization, externalization, combination, and internalization. Knowledge capture frameworks, as discussed by Gurney et al. (2014), focus on the identification, classification, and efficient storage of knowledge. Moreover, knowledge sharing frameworks, as highlighted by Chaman et al. (2021) play a crucial role in encouraging collaboration and communication within organizations, thus enhancing the dissemination of knowledge and ensuring that critical information is readily available when needed.

2.5. Talent Management Framework

Talent management is a strategic process that involves identifying, attracting, developing, and retaining top talent to meet an organization's current and future needs. Cappelli & Keller (2014) discuss how a comprehensive talent management framework integrates various HR strategies, including talent acquisition, development, and analytics, ensuring that organizations are equipped with the right individuals who possess the necessary skills and potential to drive organizational success.

Talent acquisition models, as outlined by and Garavan et al. (2012), focus on the recruitment of skilled candidates through a structured process that includes job analysis, sourcing, screening, selection, and onboarding. On the other hand, talent development frameworks, such as those described by Sparrow (2019),

emphasize the importance of assessing competencies, facilitating career development, providing training, managing performance, and implementing succession planning to nurture and retain talent effectively.

2.6. Leadership Development Framework

Leadership development is an integral component of succession planning, aimed at enhancing the skills, knowledge, and abilities of individuals to prepare them for leadership roles. Various leadership development models have been proposed, each offering a unique approach to developing leadership capabilities. The Situational Leadership Model by Hersey & Blanchard (1969) and Hersey & Natemeyer (1979), emphasizes the need for leaders to adapt their style based on the maturity and competence of their followers. In contrast, the Transformational Leadership Model by Burns (1978) focuses on inspiring and motivating followers to exceed expectations and achieve their full potential. Additionally, the Servant Leadership Model by Greenleaf (1970) advocates for a leadership approach that prioritizes serving others, fostering a supportive environment where followers can grow and thrive.

These leadership development models underscore the importance of adaptability, inspiration, and service in cultivating effective leaders who can drive organizational success (Avolio, 2010). By integrating these models into the broader succession planning process, organizations can ensure that their leadership pipeline is equipped with individuals who are not only competent but also aligned with the organization's values and vision.

2.7. Organizational Culture Framework

Organizational culture plays a pivotal role in the success of succession planning initiatives. Schein (2010) describes organizational culture as the collective values, beliefs, and practices that shape employee behavior and influence decision-making processes. A well-defined organizational culture framework encompasses several key elements: core values, mission and vision statements, norms and practices, leadership style, employee engagement, diversity and inclusion, communication, performance management, and learning and development (Uddin et al., 2013).

By establishing a positive and supportive organizational culture, organizations can create an environment that fosters employee engagement and aligns with strategic objectives. This cultural alignment is essential for ensuring that succession planning efforts are effective and that future leaders are developed in a way that is consistent with the organization's long-term goals.

2.8. Management Commitment Framework

The success of any succession planning initiative is heavily dependent on the commitment of the organization's leadership. The Management Commitment Framework emphasizes the role of leaders in driving organizational success through clear vision, employee involvement, resource allocation, performance ex-

pectations, communication, accountability, and continuous improvement (Yusliza et al., 2019). Leaders who are committed to these elements create a supportive work environment that fosters employee engagement, productivity, and continuous improvement, all of which are crucial for the successful implementation of succession planning.

The synergy between these frameworks creates a holistic approach to succession planning and organizational development. Knowledge management provides the information and tools necessary for developing talent; talent management ensures that the right individuals are identified and nurtured; leadership development prepares these individuals to take on key roles; organizational culture aligns their efforts with the organization's values; and management commitment ensures that all these efforts are supported and sustained. Together, these frameworks form an integrated system that strengthens the organization's ability to successfully navigate leadership transitions and achieve long-term goals.

Overall, effective succession planning is a multifaceted process that requires a comprehensive approach, incorporating strategic decision-making, knowledge management, talent management, leadership development, organizational culture, and management commitment. By understanding and integrating these elements, organizations can ensure leadership continuity and long-term success, particularly in sectors where leadership stability is critical, such as public and law enforcement agencies.

3. Methodology

3.1. Research Design

The study employed a qualitative case study design, utilizing in-depth interviews and the analysis of organizational documents to generate comprehensive data (Babbie, 2017). Equally according to Yin (2018), the case study approach is particularly valuable when exploring contemporary issues within a bounded system, such as an organization, where multiple variables interact in dynamic and often unpredictable ways. As a result, the choice of a case study design was driven by the need to understand the nuanced and multifaceted processes involved in succession planning within the client organization. Unlike other research methods, the case study approach allows for an in-depth examination of the specific organizational context, capturing the richness and complexity of real-world scenarios that quantitative methods might overlook (Yin, 2018; Babbie, 2017). This approach is well-suited for exploring the interconnections between the six key domains identified in the conceptual framework: strategy, knowledge management, talent management, leadership development, organizational culture, and management commitment. These domains were chosen to capture critical elements necessary for developing an effective, robust, and strategic succession plan tailored to the client organization's needs. The findings from this study are also intended to extend beyond the client organization, offering valuable insights for

public organizations and law enforcement agencies. To ensure rigor in data analysis, NVivo qualitative analysis software was employed, which facilitated a systematic approach to coding and identifying patterns within the data (Watkins, 2017).

3.2. Data Collection

The data collection process for this study was comprehensive and multifaceted, involving the exploration of various databases, the analysis of organizational documents, and in-depth interviews with key stakeholders (Babbie, 2017). An extensive literature review was conducted over six months, utilizing databases such as Google Scholar, EBSCO, JSTOR, and Emerald Insights to gather relevant journal articles, dissertations, theses, and other scholarly works. Key search terms included succession planning, strategy, leadership development, talent management, knowledge management, organizational culture, and management commitment. Additionally, a wide array of organizational documents was reviewed, including annual reports, situational analysis reports, strategic plans, and performance assessments, to understand the client organization's challenges and contextual factors (Fusch, Fusch, & Ness, 2018).

Equally, a systematic approach was taken to review archival and operational data from the client organization, following a rigorous eight-step process to ensure the authenticity and relevance of the documents (Babbie, 2017; Yin, 2014). Despite some limitations related to time constraints and access to certain documents, key data were gathered and analyzed with the assistance of the organization's data manager.

A combination of convenience and purposive sampling was employed to recruit 23 participants from senior leadership, middle management, and supervisory roles within the client organization (Gentles et al., 2016). These participants were selected based on their availability and their in-depth knowledge of the organization's operations and challenges. The data collection process included conducting face-to-face interviews with these participants, guided by an interview protocol that focused on the six domains of the conceptual framework: strategy, knowledge management, talent management, leadership development, organizational culture, and management commitment (Marshall & Rossman, 2016; Yin, 2014). Each interview was recorded, transcribed, and analyzed using NVivo software to ensure the rigor and systematic organization of the data.

This methodical approach to data collection ensured that a broad range of perspectives was captured, allowing for a comprehensive analysis of the factors influencing succession planning within the client organization.

3.3. Data Analysis

NVivo qualitative analysis software was utilized to ensure rigor in the data analysis process (Watkins, 2017). This software facilitated the organization, coding, and querying of data, enabling the assignment of themes, visual data mapping,

and modeling, as well as the addition of interpretations to support the formulation of conclusions (Woods et al., 2016). The advantages of NVivo in qualitative research are significant, as it simplifies the analysis process and enhances the professionalism of the results. By reducing manual tasks, NVivo provided more time for discovering trends, recognizing themes, and deriving meaningful conclusions (Woods et al., 2016).

The coding process in NVivo involved the systematic analysis of all audiotapes, field notes, and documents collected during the study. This process involved summarizing or capturing the essence of the data portions collected from interviews and document analysis, which were then categorized and organized analytically. NVivo's coding system uses a feature known as Nodes, which allows for the collection and organization of data into specific categories. One of the key types of coding used in this study was Theme Nodes, which represented the themes or topics that emerged from the collected data. The coding approach primarily employed was inductive, where codes were generated during the examination of the collected data, allowing for a data-driven analysis that highlighted the emergent themes.

The interview questions for study participants were developed based on the main domains of the conceptual framework and the literature reviewed, leading to a rich discussion of emerging themes. The analysis also involved identifying and aligning these emerging themes with the existing literature.

The research question was, how can the Guyana Police Force implement an effective, robust, and strategic succession plan to ensure leadership continuity?

In summary, the methodological approach of this study was designed to provide a comprehensive and in-depth analysis of the factors influencing succession planning within the client organization. By employing a qualitative case study design, the research leveraged in-depth interviews and organizational document analysis to gather rich data, guided by a conceptual framework that focused on key domains such as strategy, knowledge management, talent management, leadership development, organizational culture, and management commitment. The data collection process was thorough, involving extensive literature reviews, systematic examination of archival and operational data, and targeted interviews with knowledgeable participants. NVivo software played a crucial role in ensuring rigor during data analysis, allowing for the systematic coding and identification of themes. This approach not only facilitated the development of actionable insights for the client organization but also contributed valuable knowledge to the broader fields of public administration and law enforcement.

4. Presentation of Findings

In-depth interviews were conducted with 23 active law enforcement officers, each with a minimum of 12 years of working experience, yielding the study's results. The participants included individuals from senior management, middle management, and supervisory roles within the client organization. Of the 23

participants, 19 were male, and four were female, with ages ranging from 30 to 54 years. All participants were actively serving members of the client organization, with total years of service ranging from 12 to 36 years and experience in their current positions ranging from 1 to 12 years. To protect their identities, each participant was assigned an alphanumeric identifier, from P1 to P23. Table 1 provides an overview of the participants' demographics, including their age, years of service within the organization, years in their current positions, and gender.

Table 1. Participant demographics.

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

Table 2 illustrates the study participants' responses to interview questions under the strategy domain.

Table 2. Emerging themes from the strategy domain.

Theme	Interview question	Participant description
Performance appraisals	IQ1: What criteria can be used to detect leadership readiness and highly skilled employees?	Formal assessments of an employee's job performance are conducted either yearly or half-yearly by a supervisor or manager to provide feedback to employees on their performance, identify areas for improvement, set goals for the future, and make decisions regarding promotions training and development.
Psychometric assessments		Tools or instruments used to measure individual traits, abilities, and aptitudes. These assessments help to provide standardized evaluations of various aspects of an individual's personality, intelligence, skills, and other relevant characteristics.
Leadership assessments and evaluations		A process that evaluates an individual's leadership skills, qualities, and potential. It helps identify areas of strength and areas that need improvement to develop effective leaders. There are various methods and tools used in leadership assessments, including self-assessment questionnaires, interviews, and feedback from peers and subordinates. The assessment may focus on different aspects of leadership, such as communication, decision-making, problem-solving, teamwork, and strategic thinking. The results of the assessment can be used to create personalized development plans, provide feedback and coaching, and support succession planning within an organization.
Evaluation of communication and team-building skills		An evaluation of communication and teambuilding skills should assess an individual's ability to effectively communicate ideas, actively listen, adapt to different situations, collaborate with others, resolve conflicts, build trust, delegate tasks, and motivate and support team members.
Mission		A mission statement is often used to communicate the purpose and values of an organization, outlining what it aims to achieve and how it plans to do so.
Vision	IQ2: What elements or factors should comprise the training and development plan?	A vision statement is a concise declaration of an organization's long-term goals and aspirations. It outlines the desired future state or direction of the organization and serves as a guiding principle for decision-making and strategic planning.
Core values		Core values are the fundamental beliefs and principles that guide an organization. They are the principles and ethics that shape decision-making, behaviour, and actions.
Action plan		An action plan is a detailed outline of the steps and tasks that need to be completed to achieve a specific goal or objective.
Implementation & sustainability plan		An implementation and sustainability plan are a comprehensive document that outlines how a project will be executed and sustained over time. It includes the strategies, actions, and resources needed to achieve the project's objectives and ensure its long-term success.
Monitoring and evaluation plan		A monitoring and evaluation plan is a systematic approach to assessing and tracking the progress and effectiveness of a project or intervention. It helps organizations and stakeholders understand whether their objectives are being achieved, identifies areas for improvement, and informs decision-making.
Entry requirements		Entry requirements refer to the criteria and qualifications necessary for individuals to gain admission or access to the organization. These requirements qualifications, age, passing of the entrance examination, physical fitness, and lack of criminal convictions.

Continued

Selection approaches	IQ3: What aspects of the Recruitment, Selection and Training Policy should be revised?	Selection approaches refer to various methods or strategies used to choose candidates based on specific criteria. These approaches utilized include Multi-Criteria Decision Making which involves evaluating candidates based on the pass rate of entrance examination, character reference, background checks, qualifications, interest, physical fitness, and age and combining the results to make decisions.
Training curriculum approaches and regulations		Training Curriculum Approaches include 1) Traditional or Linear: content delivered in a step-by-step manner- from basic to more advanced. 2) Competency-based: curriculum designed to focus more on specific skills and competencies required for a job or task. 3) Problem-based Learning: presenting learners with real-world problems or scenarios that require them to analyze, research, and apply their knowledge to find solutions. 4) Blended Learning: combines both online and face-to-face learning experiences, allowing learners to access content at their own pace while still engaging in instructor-led sessions or group activities. 5) Experiential Learning: This approach emphasizes learning through hands-on experiences and practical application. 6) Personalized Learning: tailors the curriculum to individual learners' needs and preferences, considering their prior knowledge, learning style, and pace of learning. Regulations include: 1) Government Regulations: The government has regulations and standards for training programs in areas such as safety, environmental compliance, and quality assurance. 2) Accreditation and Certification: Training providers need to meet specific criteria to be accredited or certified to deliver certain types of training. Accreditation ensures that the training meets certain quality standards. 3) Accessibility and Inclusivity: Training curricula need to comply with regulations related to accessibility for learners with disabilities or other specific needs.
Early planning		Start succession planning well in advance. Identify potential successors and provide them with opportunities to develop the skills and experience necessary to take on leadership roles.
Clear objectives		Define the purpose and goals of the succession plan. Understand what qualities and attributes are required in the next leaders and align them with the organization's long-term strategic objectives.
Identify key positions		Identify critical positions that are crucial to the organization's success and focus on developing potential successors for those positions.
Assessment and development		Conduct regular assessments to identify high-potential employees and create personalized development plans for them. Offer training, mentoring, and coaching to groom them for future leadership roles.
Diverse pool of candidates	IQ4: Aspects for consideration of an effective, robust, and strategic succession plan.	Promote diversity and inclusion in the succession plan to ensure a wide range of perspectives and talents within the leadership team.
Performance-based approach		Base succession decisions on merit, performance, and potential rather than solely on seniority or tenure.
Talent retention		Implement strategies to retain top talent and prevent key employees from seeking opportunities elsewhere.
Communication and transparency		Keep all stakeholders, including employees, supervisory and middle management, informed about the succession planning process and its progress.

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Contingency planning	Have backup plans in place in case the first-choice successor is unable or unwilling to take up the leadership position.
Leadership development programs	Establish leadership development programs to nurture and groom potential successors continuously.
Succession policy documentation	Document the succession plan and related policies clearly to ensure it is well understood and followed consistently across the organization.
Assessing readiness	Regularly assess the readiness of potential successors to take on leadership roles, including their technical skills, leadership competencies, and cultural fit.
Testing leadership transition	Consider implementing interim leadership assignments or job rotations to test potential successors' capabilities in real-world scenarios.
Supervisory, middle, and top management involvement	Involve all levels of management actively in the succession planning process. Obtain their input and ensure alignment with the overall organizational strategy.
Legal and regulatory compliance	Ensure that the succession plan complies with all relevant legal and regulatory requirements.
External talent search	While internal candidates are often preferred, consider the possibility of an external talent search if no suitable internal candidates are available.
Succession monitoring and updating	Continuously monitor and update the succession plan to adapt to changing organizational needs and to incorporate feedback from stakeholders.

The responses to interview sub-question 1 revealed that performance appraisals, psychometric assessments, leadership evaluations, and assessments of communication and team-building skills are key criteria for identifying leadership readiness and highly skilled employees. In response to sub-question 2, all participants agreed that the client organization's training and development plan should include the mission, vision, core values, objectives, action plan, implementation and sustainability plan, and monitoring and evaluation plan. Regarding sub-question 3, participants collectively suggested revising the recruitment, selection, and training policy, including entry requirements, selection methods, training curricula, and regulations. For sub-question 4, participants highlighted various elements that should be included in an effective, robust, and strategic succession plan, such as early planning, clear objectives, identification of key positions, diverse candidate pools, performance-based approaches, leadership development programs, clear communication, accountability, and the involvement of all management levels. Additionally, they emphasized the need for compliance with laws, external talent search, and ongoing monitoring and updating of the succession plan.

Table 3 presents the study participants' responses to the interview questions related to the knowledge management domain.

Table 3. Emerging themes from the knowledge management domain.

Theme	Interview question	Participant description
Workshops	IQ1: In your opinion, would workshops, seminars, symposia, conferences, and training programs contribute to knowledge sharing and transfer?	Workshops are interactive and focused learning sessions where participants engage in hands-on activities, discussions, and exercises to acquire new skills, knowledge, or techniques in a specific subject area. Workshops can be conducted in-person or virtually, depending on the subject matter and the participants' location.
Seminars		Seminars are typically educational or informative events where a group of people come together to discuss a specific topic, share knowledge, and engage in discussions. They can be held in various formats, such as in-person gatherings, online webinars, or virtual conferences.
Symposia		Symposia provide a platform for participants to present their research, share insights, engage in debates, and foster collaboration. They often include presentations, panel discussions, keynote speeches, workshops, and networking opportunities. Symposia can cover a wide range of topics, including science, technology, arts, literature, social issues, healthcare, business, and more. symposia play a crucial role in promoting knowledge dissemination, encouraging interdisciplinary interactions, and advancing the understanding and development of various fields. They are important for the growth and advancement of academic and professional communities by facilitating the exchange of ideas.
Conferences		Conferences are events where people gather to share and exchange information on a specific topic, or field of interest. They provide networking opportunities, learning from experts, and staying updated on the latest developments in a particular area. Conferences can vary in size, format, and focus, ranging from small workshops and seminars to large-scale international gatherings.
Training Programs		Training programs are designed to educate and develop skills in individuals or groups of people. They can cover a wide range of subjects and purposes, including professional development, personal growth, and academic enhancement.
Meeting		A meeting is a gathering of two or more people who come together to discuss and exchange information, ideas, opinions, or updates on a particular topic or agenda. Meetings are a common and essential part of communication and collaboration within organizations. Meetings can serve various purposes, such as making decisions, problem-solving, planning, brainstorming, providing updates, coordinating efforts, and fostering teamwork.
Minutes		In an organizational context, "minutes" also refers to a written record of the discussions, decisions, and actions taken during a meeting. These notes are typically taken by a designated person, often referred to as a "minutes-taker" or "secretary", and are distributed to attendees after the meeting for reference and documentation.
Force orders		"Force Orders" in the context of law enforcement means guidelines or protocols. These established policies and procedures dictate how officers conduct operations and interact with the public. They aim to strike a balance between maintaining public safety and respecting individuals' rights and dignity.

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Exchange programs		Exchange programs are educational initiatives that allow professionals to study, work, or participate in activities in a foreign country for a certain period. These programs are designed to provide participants with cross-cultural experiences, language skills, and a broader understanding of different societies and ways of life. Exchange programs can be organized at various educational levels, including high school, university, and professional levels.
Overseas courses		Overseas courses refer to educational programs or courses that are offered in a foreign country, typically by universities, colleges, language schools, or other educational institutions. These courses are designed to provide students with an opportunity to study and learn in a different cultural and academic environment than their home country.
Capacity building		Capacity building refers to the process of enhancing an individual's, or organization's ability to effectively achieve their goals and objectives. It involves developing and strengthening skills, knowledge, resources, and capabilities that enable entities to operate more efficiently, make informed decisions, and adapt to changing circumstances.
Job rotation	IQ2: Do you think job rotation would contribute to knowledge creation and worker fitness?	Job rotation refers to a practice where employees are regularly moved from one role or position to another within an organization. The primary purpose of job rotation is to provide employees with a broader range of experiences and skills, while also benefiting the organization by increasing employee versatility, engagement, and knowledge sharing.
Specialized training		Specialized training refers to a focused and targeted form of education or instruction designed to develop specific skills, knowledge, or expertise in a particular field or domain. It goes beyond general education and aims to prepare individuals for specific roles, tasks, or challenges.
Refresher programs	IQ3: In your view, would refresher programs and staff development programs contribute to knowledge retention?	"Refresher programs" typically refer to educational or training courses designed to help individuals update or review their knowledge and skills in a particular field. These programs are often beneficial for professionals who want to stay current in their field. Refresher programs can vary in format, duration, and content, depending on the subject matter and the intended audience.
Staff development programs		Staff development programs, also known as employee development programs or professional development programs, are initiatives designed by organizations to enhance the skills, knowledge, and abilities of their employees. These programs are implemented to improve employee performance, increase job satisfaction, and contribute to the overall success of the organization.
Comprehensive knowledge management framework and system		A Comprehensive Knowledge Management (KM) Framework and System refers to a structured approach and set of processes that organizations use to create, capture, organize, store, share, and utilize knowledge effectively to achieve their goals and objectives. Such a framework helps organizations manage their intellectual assets, information, and expertise to enhance decision-making, innovation, and overall performance.

Continued

The use of 360-degree evaluation tools/instruments	IQ4: How can training needs analysis and performance appraisals link knowledge and competence with performance?	A 360-degree tool, also known as a 360-degree feedback or 360-degree assessment, is a performance appraisal method that gathers feedback from various sources about an individual's performance, skills, and behaviors. A 360-degree tool involves input from a variety of perspectives, including peers, subordinates, supervisors, and even the individual themselves. The aim is to provide a well-rounded view of an individual's strengths, weaknesses, and areas for development.
The use of objective assessments		Objective assessments refer to evaluations which are designed to be free from bias and subjective interpretation. These assessments are structured in a way that minimizes the influence of personal opinions, feelings, and judgments of the evaluator. Instead, they focus on quantifiable and measurable criteria to determine the outcome.
The use of performance indicators and targets		Performance indicators, also known as key performance indicators (KPIs), are specific metrics or measures that organizations use to track and evaluate various aspects of their performance. These indicators are selected based on their relevance to the organization's goals and objectives. They help in assessing whether the organization is on track or needs to adjust to achieve its desired outcomes. One common type of performance indicator is the Employee Performance Indicator. These evaluate aspects of workforce performance, like employee engagement, turnover rate, and training effectiveness. Targets are specific goals or benchmarks that an organization sets for each performance indicator. They provide a clear and measurable aim for what the organization wants to achieve within a specified timeframe. Targets can be set based on historical performance, industry standards, or desired levels of improvement. Effective targets are SMART: Specific, Measurable, Achievable, Relevant, and Time-bound. This framework ensures that targets are realistic and actionable.

The findings reveal that participants identified a variety of methods to enhance knowledge sharing, creation, retention, and the integration of knowledge with performance within the organization. For knowledge sharing, Participants 2, 3, 4, 7, 8, 9, and 12 highlighted the significance of workshops, seminars, symposia, conferences, and training programs, while others emphasized the role of meetings, minutes, force orders, exchange programs, and overseas courses. When it comes to knowledge creation and worker fitness, participants identified capacity building, job rotation, and specialized training as key strategies. For knowledge retention, refresher courses, staff development programs, and the implementation of a comprehensive knowledge management framework were deemed essential. Finally, participants proposed various tools to link knowledge and competence with performance, including the use of a 360-degree evaluation tool, objective assessments, and key performance indicators and targets.

Table 4 describes the study participants' responses to interview questions under the domain of talent management.

Table 4. Emerging themes from the talent management domain.

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

Continued

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

The findings indicate that participants identified different strategies for acquiring and retaining high-potential personnel and effectively identifying talented employees within their organization. Participants 2, 4, 6, 8, 10, 12, 14, 16, 18, 20, and 22 emphasized the importance of attraction and recruit-for-purpose strategies for acquiring and retaining talent, while Participants 1, 3, 5, 7, 9, 11, 13, 15, 17, 19, 21, and 23 highlighted the role of advertisements, incentive packages, career development opportunities, and clear communication of expectations. Regarding the identification of talented employees, the first group of participants supported the use of talent analytics and performance evaluations, while the second group favored providing clear career paths and targeted training and development. Additionally, all participants agreed that specialization of roles and functions, succession planning, and job task analysis are crucial for effectively identifying talented employees.

Table 5 shows the responses of study participants to interview questions under the domain of organizational culture.

The findings reveal a consensus among participants on several key issues related to succession planning within their organization. Most participants (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 15, 20, 21, 22, and 23) indicated a lack of succession planning, while a smaller group (12, 13, 14, 16, 17, 18, and 19) acknowledged the ex-

istence of a promotion policy. Regarding the impact of the absence of a succession plan, participants identified several issues: Participants 1, 5, 10, 15, 20, and 23 pointed to incompetent leadership; Participants 2, 3, 4, 6, 7, 8, 9, 11, 21, and 22 noted an unclear career path; and Participants 12, 13, 14, 16, 17, 18, and 19 highlighted biased leader selection. As for the benefits of implementing a robust succession plan, some participants emphasized the development of competent leaders and leadership continuity, while others (12, 13, 14, 16, 17, 18, and 19) focused on the timely replacement and filling of vacant positions. All participants agreed that existing human resource management practices and policies should be revised to fully incorporate and support succession planning.

Table 5. Emerging themes from the organizational culture domain.

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

Continued

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

Table 6 depicts the client organization's culture, practices, and purpose derived from archival and operational data.

Table 6. Client organization's culture, practices, and purpose.

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

Continued

GPF Crime Report	2019	General information about criminal activities that occurred at a particular location and period.	Incident Description, Location, Perpetrator(s), Time and Date, Prosecution Rate, Special Advisories, and Category of Crime.
GPF Traffic Report	2019	General information and updates on traffic incidents and accidents.	Date and Time of Incident/Accident, Location of Incident/Accident, Special Advisories, Updates, Road Closures, and Traffic Flows.
GPF Current State Report	2019	A status report which provides an overview of the client organization's current state and performance.	Organizational Overview, Financial Performance, Operational Overview, Strategies and Initiatives, Risk Assessment and Stakeholder Engagement.
GPF Human Resource Management Plan and Performance Assessment Framework	2019	An essential component of the client organization's Human Resource Strategy to manage and evaluate its workforce.	Objectives and goals, Workforce Planning, Recruitment and Selection, Training and Development, Performance Management, Welfare, Benefits and Compensation, Orientation, Recognition and Awards, and Reporting and Feedback.
GPF Situational Analysis Report	2019	An in-depth assessment of the client organization's internal and external environment.	Identification of key challenges and opportunities and decisions for future direction.
GPF Standing Orders	2002	Guidelines, protocols, established procedures, and policies that stipulate conduct, operations, and public engagement.	Standing Order, Transfers and Postings, Leave, Acknowledgements, and Notices.
Standard Operating Procedures for Incident Reporting	2020	Guidelines for maintaining safety, security, and compliance coupled with ensuring incidents are documented, reported, and addressed promptly and effectively.	Purpose and Scope, Definitions, Responsible Personnel, Incident Categories, Reporting Process, Incident Levels, Incident Handling, Investigation, Corrective Actions, Review and Improvement, and Training and Awareness.
Terms of Reference for Human Resource Officers	2020	An outline of roles and responsibilities and expectations within the client organization of HR Officers.	Title, Department, Reporting Responsibilities, Objectives, Key Responsibilities, Competencies, and Qualifications.
GPF Strategic Implementation Plan	2019/2021	A detailed document that outlined specific steps and actions the client organization will take to execute its strategic initiatives.	Strategic Objectives, Strategic Activities, Budget, Lead Personnel, and Implementing Personnel.
GPF Strategic Management Plan	2019/2021	A comprehensive framework that the client organization uses to define its long-term goals and objectives as well as to determine the actions necessary to achieve those objectives and goals.	Vision, Mission, Core Values, SWOT Analysis, Goals and Objectives, Strategies and Initiatives, Action Plans, Resources Required, and Timeline.

The archival and operational data indicate that the client organization has established rules, regulations, procedures, strategies, and initiatives to fulfill its mandate. However, these documents collectively reveal that while the organization has a promotion policy in place for filling leadership and management positions, it lacks an effective, robust, and strategic succession plan to ensure leadership continuity.

Table 7 provides the study participants' responses to interview questions related to leadership development.

Table 7. Emerging themes from the leadership development domain.

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

Continued

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

The findings from participant responses indicate a strong consensus on several aspects of leadership development within their organization. All participants agreed that establishing an electronic database is essential for managing leadership development. They also unanimously recognized the importance of professional development programs tailored to skills maps, training needs, and job task analysis in contributing to leadership development. Additionally, different groups of participants highlighted various methods that support leadership development, including coaching and mentoring programs, tabletop exercises, scenario-based training, conferences, exchange programs, symposia, meetings, and other training activities.

Table 8 provides detailed responses from participants related to the domain of management commitment.

Table 8. Emerging themes from the management commitment domain.

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

Continued

Investment in training and development	Investment in training and development refers to the allocation of resources, both financial and non-financial, to enhance the skills, knowledge, and capabilities of employees within an organization. This is done to improve job performance, increase employee satisfaction, and ultimately contribute to the overall success of the organization. Training and development initiatives can encompass a wide range of activities, including workshops, seminars, online courses, mentoring, coaching, on-the-job training, and more.
Implementation of succession planning elements	Implementing succession planning elements involves a strategic approach to ensure the organization has a pool of skilled and qualified employees ready to take on leadership roles when needed. Succession planning involves identifying, developing, and preparing potential successors for key positions within the organization.

The responses from participants indicate a variety of techniques and strategies that administration can use to manage, evaluate, and monitor transitions within their organization. Participants 2, 3, 4, 7, 8, 9, and 12 emphasized the importance of establishing clear objectives, timelines, targets, KPIs, and revising policies, practices, and systems. In contrast, Participants 1, 5, 6, 10, 11, 13, 15, 16, 17, 18, 20, 21, 22, and 23 highlighted the need for an implementation plan as a key method for managing transitions. For creating an encouraging environment to support succession planning, Participants 2, 3, 4, 7, 8, 9, and 12 suggested focusing on vision, equal opportunities, effective resource deployment, and leadership in succession planning activities, while Participants 1, 5, 10, 13, 15, 22, and 23 pointed to investment in training and the implementation of succession planning elements. Additionally, the handling of discrepant cases—identified as outliers due to errors in data collection, recording, and transmission—was addressed by removing them from the analysis, as they were deemed irrelevant to the study.

5. Discussion

The findings of this study within the strategic domain of succession planning revealed a strong consensus among all 23 participants on the critical elements necessary for an effective succession plan. Participants emphasized the integration of performance appraisals, psychometric assessments, leadership evaluations, and assessments of communication and team-building skills as essential criteria for identifying leadership readiness and highly skilled employees. This consensus aligns with existing research, which highlights the importance of these competencies in building a robust succession planning strategy (Al Suwaidi et al., 2020; Gelens et al., 2014). Participants also agreed on the essential components that should be included in a training and development plan for the organization, such as the mission, vision, core values, objectives, an action plan, and a sustainability and monitoring plan. They highlighted the need to revise recruitment, selection, and training policies to ensure alignment with the organization's

strategic goals and talent development strategies, a perspective supported by literature emphasizing comprehensive training plans and strategic talent acquisition practices in effective succession planning (Garg & Rani, 2014). Furthermore, participants identified six key elements that should form the foundation of a strategic succession plan: strategy, knowledge management, talent management, organizational culture, leadership development, and management commitment, which are consistently recognized in the literature as crucial for ensuring leadership continuity and organizational resilience (Bukhari, 2019). The unanimous agreement on these elements underscores their importance in crafting a succession plan that addresses current needs while anticipating future challenges, securing long-term organizational stability and success.

In the domain of knowledge management, participants identified key techniques essential for effective succession planning, including workshops, seminars, symposia, conferences, training programs, meetings, minutes, force orders, exchange programs, and overseas courses. These methods were highlighted as crucial for knowledge sharing and transfer, fostering a structured and collaborative environment that promotes learning and the dissemination of knowledge, a view strongly supported by existing literature (Chaman et al., 2021). Participants also stressed the significance of capacity building, job rotation, and specialized training as critical for knowledge creation and worker fitness, aligning with established research advocating their integration into a comprehensive knowledge management framework to enhance organizational learning and adaptability (Lyles, 2014). The emphasis on refresher and staff development programs, coupled with the implementation of a comprehensive knowledge management system, was seen as vital for knowledge retention, reinforcing the importance of continuous professional development and systematic strategies for retaining organizational knowledge (Guthrie, 2021). To effectively link knowledge and competence with performance, participants suggested utilizing tools such as 360-degree evaluations, objective assessments, and key performance indicators. These methods are well-documented in the literature as effective means of aligning individual performance with broader organizational goals, ensuring that knowledge and skills are translated into tangible performance outcomes (Biron et al., 2011). The integration of these tools into the knowledge management process underscores their importance in supporting the organization's strategic objectives and enhancing overall leadership development.

Within the domain of talent management, participants identified critical practices essential for acquiring and retaining high-potential personnel, including attraction and recruit-for-purpose strategies, targeted advertisements, incentive packages, career development opportunities, and clear communication of expectations. The significance of these strategies is strongly supported by research on talent analytics and management, which emphasizes the necessity of strategic, data-driven approaches to effectively identify, attract, and develop top talent (King, 2016). Participants also highlighted the importance of using talent ana-

lytics and performance evaluations to provide clear career paths and offer targeted training and development opportunities, practices aligned with literature advocating systematic and deliberate approaches to nurturing and retaining talent (Kontoghiorghes, 2016). The emphasis on these methods underscores their role in creating a structured environment where employees can see a clear trajectory for growth and development, enhancing engagement and retention. Moreover, participants recommended role specialization, succession planning, and job task analysis as key techniques in talent management, underscoring the importance of these practices in ensuring organizational success and leadership continuity. Specialization, clear role definitions, thoughtful succession planning, and job task analysis are crucial in preparing the next generation of leaders and maintaining the stability and growth of the organization (Zulgurnain & Aqsa, 2018). These strategies collectively form a robust framework for managing talent in a way that supports long-term organizational objectives and fosters leadership continuity.

The findings within the domain of organizational culture revealed a significant gap in the client organization's approach to leadership continuity. While participants acknowledged the existence of a promotion policy, there was a unanimous recognition of the absence of a formalized succession planning process. This deficiency was further substantiated by archival and operational data, highlighting the organization's heavy reliance on promotion policies rather than a comprehensive, strategic succession plan. The lack of a formal succession plan was associated with several critical issues, including incompetent leadership, ambiguous career paths, and biased selection processes—challenges well-documented in existing literature on organizational culture and leadership development (Geys et al., 2020b). Participants emphasized that implementing a robust succession plan could mitigate these issues by fostering competent leadership, ensuring leadership continuity, and facilitating the timely replacement of vacant positions. These anticipated benefits align with research underscoring the importance of succession planning in sustaining organizational stability and enhancing leadership effectiveness. Participants also advocated for adapting existing human resource management practices to incorporate elements of succession planning, a perspective strongly supported by studies advocating for integrating succession planning into broader HR strategies, which is seen as essential for improving organizational performance and ensuring long-term success (Bano et al., 2022; Wilson, 2018). The findings suggest a pressing need for the organization to develop and implement a formal succession plan that aligns with its overall strategic objectives and enhances its leadership pipeline.

In the domain of leadership development, participants unanimously supported establishing an electronic database to manage leadership development within their organization, a suggestion aligning with research highlighting the importance of knowledge storage systems in supporting leadership development initiatives (Brynjolfsson & McAfee, 2017). Participants also emphasized the role

of professional development programs based on skills mapping, job task analysis, and training needs analysis as essential components of leadership development, views supported by literature stressing the need for targeted development programs tailored to the specific needs of the organization (Pedler, 2021). Additionally, participants proposed methods such as coaching and mentoring programs, tabletop exercises, scenario-based training, conferences, exchange programs, symposia, and meetings as valuable for leadership development, methods well-documented in the literature as effective tools for enhancing leadership capabilities and preparing employees for future leadership roles (Goodwin & Graebe, 2017; Turner, 2018).

Finally, under the domain of management commitment, participants outlined several techniques that administration can use to manage, evaluate, and monitor transitions within the organization, including establishing clear objectives, timelines, targets, KPIs, and the use of an implementation plan. The importance of these techniques is consistent with research on succession planning, emphasizing the need for clear strategies and continuous monitoring to ensure leadership continuity (Swailes et al., 2014). Participants also highlighted the need for administration to create an encouraging environment for succession planning by focusing on vision, equal opportunities, effective resource deployment, and leading succession planning activities. These suggestions align with research identifying management commitment as a critical factor in the success of succession planning and leadership development efforts (Fink & Sturman, 2017; Yusliza et al., 2019).

Overall, the findings underscore the critical importance of a strategic and comprehensive approach to succession planning, encompassing key domains such as strategy, knowledge management, talent management, organizational culture, leadership development, and management commitment. The participants' insights, supported by extensive research, highlight the need for systematic practices that identify and develop future leaders, retain organizational knowledge, and ensure leadership continuity. The results emphasize that integrating these elements into existing organizational frameworks can significantly enhance the effectiveness of succession planning, ultimately leading to more competent leadership, better organizational performance, and sustained success. These findings offer valuable guidance not only for the client organization but also for other public and private entities seeking to strengthen their leadership pipelines and organizational resilience.

6. Implications for Practice

The findings from this study highlight several critical implications for practice, particularly within the domains of organizational culture, leadership development, and human resource management. The absence of a formal succession planning process, as revealed in this study, underscores the urgent need for organizations to develop and implement a strategic succession plan. This plan

should be integrated into the organization's overall strategic framework and aligned with its long-term goals. By doing so, organizations can ensure leadership continuity, minimize disruptions caused by leadership transitions, and promote the development of competent leaders who are well-prepared to assume critical roles.

Human resource management practices should be adapted to include succession planning as a core element. This integration will not only enhance the effectiveness of talent management strategies but also ensure that the organization is proactively identifying and developing its future leaders. By aligning HR practices with succession planning, organizations can create a more robust pipeline of talent, thereby reducing the risks associated with leadership gaps and ensuring a more consistent and stable leadership trajectory.

The study also emphasizes the need for comprehensive leadership development programs that are informed by strategic succession planning. Organizations should invest in training, mentoring, and coaching programs tailored to the specific needs of potential leaders. This approach will help in building a leadership cadre that is not only skilled but also aligned with the organization's values and strategic objectives. Additionally, incorporating tools such as 360-degree evaluations and performance assessments can help in objectively measuring leadership readiness and ensuring that the right individuals are prepared to step into leadership roles.

The findings suggest that a lack of succession planning can contribute to a culture of ambiguity and bias in leadership selection. To address this, organizations should work towards cultivating a culture that values transparency, fairness, and strategic foresight in leadership development. By fostering an organizational culture that supports and prioritizes succession planning, organizations can create an environment where leadership transitions are smooth, predictable, and aligned with the organization's mission and values.

Finally, the study highlights the importance of continuous evaluation and adaptation of succession planning strategies. Organizations should regularly assess the effectiveness of their succession plans, adjusting as needed to reflect changes in organizational goals, market conditions, and leadership needs. This proactive approach will ensure that succession planning remains a dynamic and integral part of the organization's strategic planning process.

7. Conclusion

In conclusion, this research underscores the critical importance of implementing a strategic and robust succession plan in public organizations and law enforcement agencies. The findings revealed that while participants recognized key elements necessary for effective succession planning—such as performance appraisals, leadership evaluations, and knowledge management—there were significant gaps in the existing processes, particularly in the absence of a formal succession plan. The study highlighted the need for a comprehensive approach

that integrates knowledge management, talent management, and leadership development within a framework supported by strategic organizational culture and strong management commitment.

The research also identified specific areas for improvement, including the adoption of established leadership models and the enhancement of human resource practices to include succession planning as a central element. By addressing these gaps and implementing the recommended strategies, organizations can ensure leadership continuity, enhance organizational stability, and ultimately improve overall performance. The insights gained from this study contribute valuable knowledge to the field of succession planning, offering practical solutions that can be tailored to meet the unique challenges faced by public organizations and law enforcement agencies.

Acknowledgements

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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