Succession Planning in Some Academic Libraries in South West of Nigeria – Survey

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ABSTRACT

This study investigated the importance of succession planning in Academic Libraries in some selected universities in the south west. The universities selected include Federal University Oye, Obafemi Awolowo University, Ile-ife, University of Lagos, Lagos, Ekiti State University, Ado Ekiti, Osun state University, Osogbo, Lagos state University, Lagos, Afe Babalola University, Ado Ekiti, Joseph Ayodele Babalola University, Ikeji Arakeji, and Caleb University, Lagos. The Study population was made up of all academic librarians working in the university libraries. The study made use of simple and random technique and sample size of 100 respondents were chosen to represent the academic librarians working in the library. The survey instrument was questionnaire and it consists of six questions for item to elicit information on succession planning. A total of 100 questionnaires were distributed, 81 were returned while 73 were properly filled and could be analyzed giving a response rate of 81.11 %. The simple frequencies table and percentages were applied to analyze the generated data. The following recommendation were made for effective succession planning in academic libraries: succession planning must reflect in every assignment, committee; profession librarian must exposed to both academic and administrative duties that will form part of their experience on the long run and that librarians must be able to have an all round experience in all the sections of the library such that there will not be any gap peradventure there is long absence, resignation or retirement from service.

Introduction

The concept of succession planning has long been a subject of study and was first introduced by Fayol who believed that if succession planning needs were ignored, organizations would not be prepared to make necessary transitions (Rothwell,1994). Library, according to Ranganathan fifth law is a growing organism. It is also an accepted biological facts that a growing organism alone will survive and an organism which ceases to grow will petrify and perish. Library as an organization and a growing organism must takes in new matters, cast off old matter, changes in size and takes new forms and shapes. Like any other successful organization, a successful library needs a continuous inflow of great people to mitigate the loss of skilled and talented human resources who leave the organization regardless of the reason. Rothwell (2005) defines succession planning as the process that ensures that the right people are in the right place at the right time to do the right things. Successful succession planning involves the assessment of all the key positions that could become vacant in the near future so that training and developmental opportunities can be provided to the likely successors. And in order to identify suitably qualified candidates, the library must take an inventory of the existing skills and competency demonstration of staff.

Collins (2009) sees succession planning as "a process that can provide seamless leadership transition across the organization". It also needs Strategic, systematic and deliberate effort to develop competencies in potential leaders through proposed learning experiences such as targeted rotations and educational training in order to fill high-level positions without favouritism (Tropiano, M. 2004). According to Charan, et al (2001) succession planning is perpetuating the enterprise by filling the pipeline with high performing people to ensure that every leadership level has an abundance of these performers to draw from, both now and in the future. From this perspective, succession planning is seen as management performance over a period of time and also a futuristic phenomenon. Succession planning is an organized process comprising the identification and preparation of potential successor to assume new role (Garman & Glave, 2004).

Succession planning and management is a process that not only helps with stability and tenure of key personnel but it also "perhaps best understood as any effort designed to ensure the continued effective performance of an organization, division, department of work group by making provision for the development , replacement, and strategic application of key people over time" (Rothwell, 2002). He further stated that any succession planning and management is a systematic effort that ensures continuity in key positions , the retention and development of intellectual and knowledge capital for the future and encourages individual development and advancement (Wilkerson,2007; Rothwell, 2005).

In organizational theory, succession is referred to as the process of transferring management control from one generation of leader[s] to the next generation including the

dynamics before, during and after the actual transition (Zacharakis, 2000 in Ukaegbu, 2003). Erven (2007) referred to it as 'management succession'. This he said can be "a process… over the years … involving the planning, selection and preparation of the next generation of managers, transition in management responsibility, gradual decrease in the role of previous managers and final discontinuation of any input by previous managers". succession planning has been described as a tool to manage knowledge and change, develop leadership capacity, build smart teams, and retain and deploy talent in a manner that helps an organization operate to its greatest potential (Groves, 2003). Succession planning is a process of recruitment and development of employees for vital roles within the organization. Implementation of succession planning was central to certain organizational requirements

It has been argued that manpower planning is a broad-level concept that deals with the entire work force, ensuring that the organizations have adequate and required sizable number of work force with the required skills and should be timely. Manpower planning forecasts the requirements of workforce and plans for the acquisition of employees which ensure that the needs of company for people are met (Armstrong, 2006; Kingir and Mesci, 2010). Leadership transition should begin long before a leader departs and it has to be deliberate. Every generation must be an improvement on the previous and the greatest legacy of every leader is to hand over to a successor that will walk with the vision and surpass the achievement the leader many times over. In academic library, the issue of succession planning will play a critical role in ensuring that library staffing levels and skill sets rely not only on recruiting new librarian but also retaining incumbent ones in support of the future of the library mission.

Ibarra (2005) identified multiples benefits of succession planning by using the term "bench strength" as a plus for succession plans. According to him, using succession planning will enable you have identified leadership in place which helps with both long-term needs, as well as, emergency leadership needs in the organizations. He further stated that succession planning also ensures continuity of operations in management and most of all it aligns human resources with the strategic plans of the organization.

Objective of the study

The objectives of the study are:

1. Find out if academic libraries in the South-West Nigeria have a succession plan;

2. Ascertain if academic libraries in the South-West Nigeria do implement their succession plans;

3. Identify the strategies used in implementing succession planning in academic libraries South-West Nigeria;

4. Determine the factors militating against succession planning in academic libraries in South-Western Nigeria; and

5. Proffer the solutions to identified problems.

Literature Review

Despite the wealth of literature on succession planning or management and its importance to organizational health and success, there is paucity of literature on succession in academic libraries in Nigeria.

Porkiani et al (2010) reviewed succession planning in Iranian governmental agencies. They argued that it was becoming increasingly challenging for organizations to obtain qualified and talented staff. Succession planning was often introduced as a way to attract and employ such staff.. Their research surveyed organizational requirements in Iranian governmental agencies and their relation to the implementation of succession planning. Their study used descriptive methods with correlation. The statistical population consisted of two groups, experts and managers of Iranian governmental agencies, and data was collected using three questionnaires. The findings of this study demonstrated a meaningful relationship between organizational requirements such as managers' commitment, organizational culture, organizational readiness, and managers' competencies with the implementation of succession planning. By considering these organizational requirements in their management practices, managers were more likely to be successful in recruiting, evaluating, training and developing talent as dimensions for the implementation of succession planning. Succession planning is a process of recruitment and development of employees for vital roles within the organization. Implementation of succession planning was central to certain organizational requirements. To assure success, organizations must find ways of identifying, quantifying, measuring, assessing, and enhancing their intellectual capital assets. One way of accomplishing this oftentimes difficult task was through competency-based management. Kreitzer and others (2008) argued that workforce planning was a broad strategy that influenced departments divisions, or agency's entire workforce. Defined by the International Public Management Association for Human Resources, workforce planning is "the strategic alignment of an organization's human capital with its business direction." It is a process of analyzing the current workforce, determining future workforce needs, calculating the gaps that will exist due to surpluses or deficits in employee skills now and in the future, and creating and implementing a plan to close those gaps. Succession planning is one small piece of the entire workforce planning strategy. Likewise, succession planning often works hand in hand with knowledge transfer concepts, since developing new leaders means that the knowledge of current leaders will be shared before retirement, promotion, or other attrition with those who will follow in their footsteps. As managers and supervisors develop and implement their workforce plans, it is helpful to see how different components all work together. As a piece of the workforce plan, succession planning has many benefits for both the current leadership and for the employees in the agency. Building a leadership bench becomes a top priority and employees feel valued when they know that the agency cares about their futures. In addition, it helps ensure that departing employees feel that they are leaving the organization in good hands that they have successfully passed the torch.

In a research carried out by Cornell University, it was found that organization are increasingly making recruitment decision based around two drivers: whether the position add value and to what extent the job requires human capital. It further stated that where the position is central to core business, an organization either recruits from within where the skills required are unique to the organization, or hire externally. But where the position is not central, it either outsources the position, or form a partnership with a specialist provider where the job is too specialized to warrant internal training cost. However, Whitmell (2002) notes that recruitment is time consuming (it takes six to eight months to hire senior management, during which time there can be confusion and uncertainty within the organization), expensive (it is estimated to cost the equivalent of position's annual salary), and the end result is often hit and missed when bringing unknown leaders into the organization." In contrast,

training and developing staff for internal promotions is often more effective (and less expensive) than external recruitment. And staff development not only prepares future leaders, but boots general morale and staff retention: professional development opportunities signal to staff that organization invest in, and thus values its employees.

In an interview conducted by Heuer with chief human resources officers of university of Pennsylvania in 2003, it was found that many administrative staffers in higher education do not have the career drive as the employees in the private sector as a result of lack of motivation and fail to seek the kind of advancement and development for the top jobs. Such factors have led to a widespread conception in higher education that external hiring, rather than the development of internal candidates, is the best way to fill senior administrative position. Indeed, it has been suggested that external hiring is superior to internal hiring precisely because it offers institutions a chance to achieve what they cannot through internal development. As Barden opined in the Chronicle of Higher Education, an open search for external candidates is one of the only ways that our traditional colleges and universities can achieve an influx of new ideas and approaches. However, as noted by Barden, conducting an open search to fill leadership positions also has the costly drawback of "disenfranchising worthy internal candidates". He further stated that to avoid this scenario, institutions should consider expanding succession planning programs in order to identify and promote talented internal candidates, and why some organization preferred external candidate over internal candidate is that such organizations have not embraced succession planning. Talent built in-house brings the advantage of lower salary cost, better assimilation to organizational culture, and an established employee track record. Organizations are increasingly implementing rational development programs as a away to attract, retain and develop high potential talent to the organization.(Burke, 1997; Frase-Blunt, 2001).

Huang (2001) studied succession management and human resource outcomes. The purpose of the study was to investigate whether local firms with a more favourable human resources outcomes than those with less sophisticated plans. He concluded that there is no significant difference in human outcomes between companies which adopt succession planning and those who did not. However, he argued that there is an important relationship between the level of sophistication in which succession plan were carried out and human resource outcomes. In addition, he found out line- manager involvement, non-political succession criteria, the credibility of succession planning staff, review and feedbacks, effective information systems are some characteristics which affected the performance of human resources.

Stroud (2005) carried out a study on succession plans and their effect on the promotions of women. The purpose of the study was to assess the role of succession plans in the corporation and its effect on women's promotion. He interviewed some senior female managers in firms that had succession plans. The results of this study showed that those women who have attained the senior management positions within selected companies have worked hard to move up to the career ladder. .According to his findings, the major factors that contributed to the promotion of women seeking for senior positions are: work ethic, education, sincerity, trust of others, caring attitude, ability to work as a team and sharing credit.

The absence of a succession plan can undermine an organization's effectiveness and its sustainability. Without a succession planning process, an organization may not have a means of ensuring that the programs and services that are crucial to its operation are sustained beyond the tenure of the individual currently responsible for them.

Research Methodology
Study area
The study area are some academic libraries in South West Nigeria. It is owned and funded by the Federal Government, State Government and individual. They are scattered in Ekiti States, Osun States and Lagos States.

Study population
The study population is made up of all academic Librarians working in the University Library of those selected states during the survey period.

Type of study
The study is a simple descriptive survey of succession planning in some selected academic libraries in South West Nigeria.

Sampling method
Sampling method is simple random sampling technique where every librarians working in the selected academic libraries has an equal chance of being selected as a member of the sample.

Sample size
100 respondents were chosen to represent the academic Librarians working in those selected university library during the period of study.

Survey instrument
The survey instrument was questionnaire adapted from Onwubiko et al (2010). It consists of six questions for items to elicit information on succession planning. The data was collected by distributing the questionnaires personally to Librarians working in Hezekiah Oluwasanmi Library only, while others were distributed through the Librarians working in those university libraries. A total of 100 questionnaires were distributed, 81 were returned while 73 were properly filled and could be analyzed giving a response rate of 81.11%.

Analysis of Data
The simple frequencies, tables and percentages were applied to analyze the generated data.

Results
Table 1 presents the existence of succession plan. From that table, 41 (56.16%) out of the total respondents confirmed the existence of succession plan in their various university libraries, 13 (17.8%) said it does not exist, while 19(26.03%) are not too sure of its existence.

Table II presents implementation of succession plan. From the table, it is shows that 39(53.42%) of the total respondents confirmed the implementation of succession plan in their various libraries in the South West, while 21(28.77%) disagreed with the implementation and 13(17.81%) did not sure of its implementation.

Table III presents the nature of succession plan applied. It reveals that 46(61.64%) ranked the highest which is unwritten but formal succession plan in operation in their libraries. This is followed by 33(45.21%) as unwritten succession plan,16(21.92%) as written succession plan, 7(9.59%) as written/formal succession plan and only 6(8.22%) indicated that there is written/informal succession plan in place.

Table 1. Existence of succession plan

Response	Yes	No	Not too sure	Total
Federal university Library, Oye Ekiti, Ekiti State.	2	1	1	4
Hezekiah Oluwasanmi library, O.A.U., Ile-Ife, osun state.	15	2	1	18
University of Lagos Library, Lagos, Lagos State	12	2	3	17
Ekiti State University Library, Ekiti, Ekiti State.	6	1	3	10
Lagos State University Library, Lagos, Lagos State.	1	2	4	7
Osun State University Library, Osogbo, Osun State.	3	2	1	6
Afe Babalola Univesity Library, Ekiti State.	1	2	2	5
Caleb University Library, Lagos, Lagos State.	-	1	2	3
Joseph Ayo Babalola University Library, Ikeji Arakeji, Osun State	1	-	2	3
Total	41(56.16%)	13(17.8%)	19(26.03%)	73(100)

Table II. Implementation of succession plan

Response	Yes	No	Not too sure	Total
Federal university Library, Oye Ekiti, Ekiti State.	1	3	2	6
Hezekiah Oluwasanmi library, O.A.U., Ile-Ife, osun state.	13	3	2	18
University of Lagos Library, Lagos, Lagos State	9	5	1	15
Ekiti State University Library, Ekiti, Ekiti State.	7	2	1	10
Lagos State University Library, Lagos, Lagos State.	4	2	1	7
Osun State University Library, Osogbo, Osun State.	5	1	2	8
Afe Babalola Univesity Library, Ekiti, Ekiti State.	-	2	1	3
Caleb University library, Lagos, Lagos State	-	2	1	3
Joseph Ayo Babalola University Ikeji Arakeji, Osun State.	-	1	2	3
Total	39(53.42%)	21(28.77%)	13(17.81%)	73(100%)

Table IV presents strategies for implementing succession plan. Looking at the table 46(63.00%) is the highest among the respondents that supported mentoring as one of the strategies for implementing succession plan, followed by internal workshop and seminar which is 32(43.84%). 21(28.77%) respondents supported external workshop/ seminar, while each of through job assignment and job rotation between department has the same number of respondents which is 18(24.66%). Through participating management 12(16.44%) and use of team approach 10(16.44%) are ranked as second to the last and the last respectively, on the ranking table.

Table V reveals perceived impact of succession plan. Increase opportunity for high potentials 49(67.12%) and ensure continuity of high positions 46(63.01) were ranked as the highest by the respondents while assists individual to realize their own career has 26(35.62%) respondents and developing strong leadership team for strategic tasks 19(26.03) is the lowest.

Table VI presents factor militating against effective implementation of succession plan in academic libraries. It reveals lack of support from top management 58(79%) ranked highest followed by internal politics 52(71.23%), corporate politics 27(36.99%) and inadequate finance to fund training 27(36.99) have the same number of respondents, 18(24.66%) represents fear of insubordination and 15(20.55%) indicates inadequate librarian to train the younger ones.

Discussion and Findings

The study shows that there is existence of succession planning in some University libraries in South West Nigeria, this is due to high response got from respondents. It should also be noted that most of the private Universities libraries do not have succession plan in place.

The findings also reveal that succession planning is being or put in place in some University libraries in order to build up future leaders from within while some respondents say they have such plan in their institution's libraries.

The study also shows various nature of succession plan that is practiced in various University libraries. It could be observed that unwritten but formal succession plan is the one that is most common in the libraries that were studied.

Table III. Nature of succession plan Applied

Response	Written succession plan	Unwritten succession plan	Unwritten but formal succession plan	Written/ formal succession plan	Written/ informal succession plan
Federal university Library, Oye Ekiti, Ekiti State.	2	1	1	1	2
Hezekiah Oluwasanmi library, O.A.U., Ile-Ife, osun state.	3	9	12	1	1
University of Lagos Library, Lagos, Lagos State	5	11	9	2	2
Ekiti State University Library, Ekiti, Ekiti State.	1	2	11	-	-
Lagos State University Library, Lagos, Lagos State.	3	2	5	-	-
Osun State University Library, Osogbo, Osun State.	2	1	3	1	1
Afe Babalola Univesity Library, Ekiti State.	-	3	2	1	-
Caleb University library, Lagos, Lagos state.	-	2	1	-	-
Joseph Ayo Babalola University Library, Ikeji Arakeji, Osun State.	-	2	1	1	-
Total	16(21.92%)	33(45.21%)	45(61.64%)	7(9.59%)	6(8.22%)

Table IV. Strategies for Implementing Succession Plan

Response	Through job assignment	Through Mentoring programme	Job rotation Between depament	Internal Workshop /seminar	External Workshop/seminal	Use of a team approach	Through participating management
Federal university Library, Oye Ekiti, Ekiti State.	3	4	2	2	1	2	2
Hezekiah Oluwasanmi library, O.A.U., Ile-Ife, osun state.	7	10	3	9	5	1	4
University of Lagos Library, Lagos, Lagos State	3	12	2	11	8	5	3
Ekiti State University Library, Ekiti, Ekiti State.	1	7	3	5	2	-	-
Lagos State University Library, Lagos, Lagos State.	1	3	4	1	2	1	-
Osun State University Library, Osogbo, Osun, State.	2	4	1	1	1	-	1
Afe Babalola Univesity Library, Ekiti, Ekiti State.	-	2	3	1	1	-	1
Caleb University library, Lagos, Lagos, State.	-	2	-	1	1	-	-
Joseph Ayo Babalola University, Ikeji Arakeji, Osun State.	1	2	-	1	-	1	1
Total	18(24.66)	46(63.01)	18(24.66)	32(43.84)	21(28.77)	10(13.70)	12(16.44)

Table V. Perceived Impacts of Succession Planning

Response	Ensure continuity of key positions	Increased opportunities for high potentials	Assist individuals to realize their own career	Developing strong leadership team for strategic tasks
Federal university Library, Oye Ekiti, Ekiti State.	6	5	3	5
Hezekiah Oluwasanmi library, O.A.U., Ile-Ife, osun state.	13	9	5	3
University of Lagos Library, Lagos, Lagos State	7	11	6	2
Ekiti State University Library, Ekiti, Ekiti State	5	7	3	4
Lagos State University Library, Lagos, Lagos State.	9	5	3	2
Osun State University Library, Osobgo,Osun State.	3	4	2	1
Afe Babalola University library, Ado Ekiti, Ekiti State	1	5	2	-
Caleb University Library, Lagos, Lagos State.	-	1	2	1
Joseph Ayo Babalola University Ikeji Arakeji, Osun State.	2	2	-	1
Total	46(63.01%)	49(67.12%)	26(35.62%)	19(26.03%)

Table VI. Factor militating against effective implementation of succession plan in academic libraries

Response	Lack of support from top management	Corporate politics	Internal politics	Inadequate Qualified Librarian to train the Younger ones.	Fear of insubord-ination	Inadequate Finance to Fund training
Federal University library, Oye Ekiti, Ekiti State	2	1	4	1	2	2
Hezekiah oluwasanmi Library, O.A.U. Ile-Ife, Osun State.	11	6	15	5	3	9
University of Lagos Library, Lagos, Lagos State.	13	9	11	5	1	3
Ekiti State University library Ekiti, Ekiti State.	9	3	7	1	1	5
Lagos State University Library Lagos, Lagos State.	4	2	6	-	5	2
Osun State University library Osogbo, Osun State.	7	3	5	2	3	1
Afe Babalola University Library, Ekiti, Ekiti State	3	3	4	-	1	3
Caleb University Library Lagos, Lagos State.	2	-	3	-	1	-
James Ayo Babalola University library, Ikeji Arakeji, Osun State.	1	-	3	1	1	2
Total	52(71.23%)	27(36.99%)	58(79.45%)	15(20.55%)	18(24.66%)	27(36.99%)

The study also shows that mentoring is one of the strategies for implementing succession plan because mentoring is also one of the methods whereby professional skills and practice can be enhanced. It also helps to equip younger librarians for leadership skills by attending or organizing internal seminars, so also attending or organizing internal seminars for younger is also considered ranked as the second strategy for implementing succession plan.

The result also reveals that one of the perceived impacts of succession planning is increased opportunities for high potentials and this is indicated by the total number of respondents that support it.

Furthermore, the result also shows the major factor militating against succession planning in academic libraries as lack of support from the top management which ranked highest, followed closely by internal politics among others.

Recommendation and Conclusion

Succession planning in any organization especially in academic libraries for the realization of the objectives upon which such institution were established. The following are our recommendations:

1 succession planning in every organization must be taken seriously and there should be a written policy by every academic library as a working tools to guide those at the helm of affairs in the library.

2 succession planning must reflect in every assignment, committee whether ad hoc or permanent especially in the composition of numbers of the committee, both senior, middle and junior cadre must constitute such committee.

3 Profession Librarians must be exposed both academic and administrative duties that will form part of their experience on the long run.

4 Professional Librarian must not be static in one position for a long time. There could be a rotational policy that will assist Librarians have hand-on experience in every section of the library such that there would not be any vacuum peradventure there is a long absence, resignation or retirement of any staff.

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