A Study On The Role Of Hr In Succession Planning With Reference To Sri Vinayaga Industries

Nandhini G[1], Dr. S. Rathika[2], Dr. S. Sara[3]
[1]Dept of MBA
[2]Associate Professor/Head, Dept of MBA
[3]Associate Professor, Dept of MBA.
[1, 2, 3] Prince Shri Venkateshwara Padhmavathy Engineering College, Chennai-600127

Abstract- Succession Planning is a process and strategy for replacement planning or passing on leadership roles. It is used to identify and develop new, potential leaders who can move into leadership roles when they become vacant. Succession planning in dictatorships, monarchies, politics, and international relations is used to ensure continuity and prevention of struggles. Within monarchies, succession is settled by the order of succession. In business, succession planning entails developing internal people with managing or leadership potential to fill key hierarchical positions in the company. It is a process of identifying critical roles in a company and the core skills associated with those roles and then identifying possible internal candidates to assume those roles when they become vacant. Succession planning also applies to small and family businesses (including farms and agriculture) where it is the process used to transition the ownership and management of a company to the next generation.

This study delves into the critical role of Human Resources (HR) in succession planning, using Sri Vinayaga Industries as a case study. Investigating the intricacies of succession planning within the company, the research explores how HR strategies contribute to identifying, developing, and nurturing talent pipelines. The findings highlight the significance of proactive succession planning in sustaining organizational continuity, mitigating risks associated with key personnel turnover, and fostering a resilient workforce. The study also examines the specific practices employed by Sri Vinayaga Industries in aligning HR initiatives with strategic business goals, shedding light on the broader implications for effective succession planning in contemporary industrial settings.

I. INTRODUCTION

Succession planning in HR is the process of preparing people for future roles to support continuous business functioning. Succession planning is a long-term, strategic investment that buffers both large and medium-sized businesses against inevitable future disruptions or sudden job vacancies. Usually spanning one to three years, succession planning involves training and educating people so they can assume new positions with confidence and poise.

Succession planning is like training a competitive basketball team. A bench player can jump in as a replacement when a first-string player gets injured or needs a break so the game can seamlessly continue. Similarly, HR leaders train people to fill various positions in the company, supporting smooth functioning during departures, transfers, or promotions.

The Imperative of Succession Planning

Succession planning is the proactive approach that organizations take to ensure a smooth transition of leadership when key individuals depart due to retirement, resignation, or other unforeseen circumstances. The need for such planning is paramount, especially in today's dynamic corporate environment, where market conditions and business strategies are constantly in flux.

The Role of HR in Succession Planning

The HR department is the linchpin in the wheel of succession planning. Its responsibilities encompass a wide array of critical tasks, from identifying top talent to creating development programs and ensuring a culture of continuous learning and growth. Here are the key aspects of HR's role in succession planning:

Talent Identification

HR is responsible for identifying potential successors within the organization. This involves not only recognizing existing high-potential employees but also ensuring that potential leaders are given opportunities to showcase their abilities. HR professionals are skilled at assessing employees' competencies, skills, and leadership potential.

Development and Training

Once potential successors are identified, HR plays a crucial role in creating and implementing development plans. These plans are tailored to the specific needs and aspirations of each candidate. HR is instrumental in providing mentoring, coaching, and training to nurture these future leaders.

The On going Process

Succession planning is not a one-time event; it is an ongoing, evolving process. HR must adapt to changing circumstances, such as new market dynamics, emerging leadership requirements, and the evolving aspirations of employees.

Hence, the role of HR in succession planning is indispensable. It goes beyond filling vacancies; it is about shaping the future of the organization. Effective succession planning, driven by HR, ensures that an organization can adapt and thrive, regardless of the challenges it faces. As the custodians of an organization's human capital, HR professionals are instrumental in securing the legacy and enduring success of their organizations.

1.2 INDUSTRY PROFILE

Turning is a machining process in which a cutting tool, typically a non-rotary tool bit, describes a helix toolpath by moving more or less linearly while the workpiece rotates. Usually the term "turning" is reserved for the generation of external surfaces by this cutting action, whereas this same essential cutting action when applied to internal surfaces (holes, of one kind or another) is called "boring". Thus the phrase "turning and boring" categorizes the larger family of processes known as lathing. The cutting of faces on the workpiece, whether with a turning or boring tool, is called "facing", and may be lumped into either category as a subset. Turning can be done manually, in a traditional form of lathe, which frequently requires continuous supervision by the operator, or by using an automated lathe which does not. Today the most common type of such automation is computer numerical control, better known as CNC. (CNC is also commonly used with many other types of machining besides turning.)

When turning, the workpiece (a piece of relatively rigid material such as wood, metal, plastic, or stone) is rotated and a cutting tool is traversed along 1, 2, or 3 axes of motion to produce precise diameters and depths. Turning can be done either on the outside of the cylinder or on the inside (also known as boring) to produce tubular components to various

geometries. Although now quite rare, early lathes could even be used to produce complex geometric figures, even platonic solids; although since the advent of CNC, it has become unusual to use non-computerized toolpath control for this purpose.

The turning processes are typically carried out on a lathe, considered to be the oldest of machine tools, and can be of different types such as straight turning, taper turning, profiling , or external grooving. Those types of turning processes can produce various shapes of materials such as straight, conical, curved, or grooved workpieces. In general, turning uses simple single-point cutting tools. Each group of workpiece materials has an optimum set of tool angles that have been developed through the years.

The bits of waste metal from turning operations are known as chips (North America), or swarf (Britain).

Turning

The general process of turning involves rotating a part while a single-point cutting tool is moved parallel to the axis of rotation.[1] Turning can be done on the external surface of the part as well as the internal surface (the process known as boring). The starting material is generally a workpiece generated by other processes such as casting, forging, extrusion, or drawing.

Tapered turning

Tapered turning produces a cylindrical shape that gradually decreases in diameter from one end to the other. This can be achieved a) from the compound slide b) from taper turning attachment c) using a hydraulic copy attachment d) using a C.N.C. lathe e) using a form tool f) by the offsetting of the tailstock - this method is more suited for shallow tapers.

Spherical generation

Spherical generation produces a spherical finished surface by turning a form around a fixed axis of revolution. Methods include a) using hydraulic copy attachment b) C.N.C. (computerized numerically controlled) lathe c) using a form tool (a rough and ready method) d)using bed jig (need drawing to explain).

Hard turning

Hard turning is a type of turning done on materials with a Rockwell C hardness greater than 45. It is typically performed after the workpiece is heat treated.The process is

intended to replace or limit traditional grinding operations. Hard turning, when applied for purely stock removal purposes, competes favorably with rough grinding. However, when it is applied for finishing where form and dimension are critical, grinding is superior. Grinding produces higher dimensional accuracy of roundness and cylindricity. In addition, polished surface finishes of Rz=0.3-0.8z cannot be achieved with hard turning alone. Hard turning is appropriate for parts requiring a roundness accuracy of 0.5-12 micrometers, and/or surface

Facing

Facing in the context of turning work involves moving the cutting tool at right angles to the axis of rotation of the rotating workpiece.[1] This can be performed by the operation of the cross-slide, if one is fitted, as distinct from the longitudinal feed (turning). It is frequently the first operation performed in the production of the workpiece, and often the last—hence the phrase "ending up".

Parting

This process, also called parting off or cutoff, is used to create deep grooves which will remove a completed or part-complete component from its parent stock.

Grooving

Grooving is like parting, except that grooves are cut to a specific depth instead of severing a completed/part-complete component from the stock. Grooving can be performed on internal and external surfaces, as well as on the face of the part (face grooving or trepanning).

Non-specific operations include:

Boring

Enlarging or smoothing an existing hole created by drilling, moulding etc.i.e. the machining of internal cylindrical forms (generating) a) by mounting workpiece to the spindle via a chuck or faceplate b) by mounting workpiece onto the cross slide and placing cutting tool into the chuck. This work is suitable for castings that are too awkward to mount in the face plate. On long bed lathes large workpiece can be bolted to a fixture on the bed and a shaft passed between two lugs on the workpiece and these lugs can be bored out to size. A limited application but one that is available to the skilled turner/machinist.[2]

Drilling

Drilling is used to remove material from the inside of a workpiece. This process utilizes standard drill bits held stationary in the tail stock or tool turret of the lathe. The process can be done by separately available drilling machines.

Knurling

The cutting of a serrated pattern onto the surface of a part to use as a hand grip or as a visual enhancement using a special purpose knurling tool

Reaming

The sizing operation that removes a small amount of metal from a hole already drilled.[2] It is done for making internal holes of very accurate diameters. For example, a 6mm hole is made bydrilling with 5.98 mm drill bit and then reamed to accurate dimensions.

Threading

Both standard and non-standard screw threads can be turned on a lathe using an appropriate cutting tool. (Usually having a 60, or 55° nose angle) Either externally, or within a bore (tapping operation is a process of making threads either inner or outer in an work piece.[4] Generally referred to as single-point threading.

Threading operations include a)all types of external and internal thread forms using a single point tool also taper threads, double start threads, multi start threads, worms as used in worm wheel reduction boxes, leadscrew with single or multistart threads. b) by the use of threading boxes fitted with 4 form tools, up to 2" diameter threads but it is possible to find larger boxes than this.[2]

Polygonal turning

Polygonal turning in which non-circular forms are machined without interrupting the rotation of the raw material.

1.3 COMPANY PROFILE

Sri Vinayaga Industries is a 12 years 4-month-old Proprietorship Firm incorporated on 03-Oct-2011, Located in Chennai, Tamil Nadu. The major activity of Sri Vinayaga Industries is Manufacturing, Classified into Manufacturing of machinery and equipment n e c and is primarily engaged in the Manufacture of machine tools for turning, drilling, milling, shaping, planning, boring, grinding, etc,. It has its unit situated in Chennai, Tamil Nadu.

The company manufactures precision-turned components for Anesthesia machines. Sri Vinayaga Industries manufactures the components of anesthesia machines which is used for hospitals and health care centres for the use to numb sensations in certain areas of the body or induce sleep.

An anesthesia machine is a highly sophisticated piece of medical equipment that has transformed over the years into what we see today. It has hundreds of different parts, moving and otherwise, that make it run. This list comprises just a few of the more important features of a complicated machine that engineers have improved for decades.

Oxygen source—Patients will need help breathing while under and oxygen is important. Depending on the location of the surgery, there might be pressurized air tanks or pressurized air lines running in the room.

Oxygen flowmeter—The flowmeter keeps the flow of oxygen at a set point. Consistency of the air flow is important, so most machines have electronic proportional control valves that keep everything consistent.

Vaporizer—The vaporizer takes the liquid form of the anesthetic and transforms it into a vapor, so the patient can inhale it.

Patient breathing circuit—This is how the anesthetic is delivered to the patient, usually a combination of a hose and face mask that fits over the patient's nose and mouth.

Scavenging system—This removes any excess gases from the machine and prevents it from contaminating the immediate atmosphere. Gases escaping into the room can have consequences on the other people in the room.

Heads-up display—A monitor on the machine allows doctors and technicians to track the flow of the gases and make sure the flow is consistent. Any fluctuations in the flow will appear on the screen and alert the technician.

1.4 NEED FOR THE STUDY

This study has been carried out to know the HR Manager's role in Succession Planning, which includes the way HR identifies the talent of the successors, and how he trained them for promotion in higher and critical tasks. This study also includes the way the HR manager treats the employees in selecting for critical positions like Project Manager, Supervisors, and even Team Leaders.

1.5 OBJECTIVES OF THE STUDY

PRIMARYOBJECTIVE:

- To study the HR's role in Succession Planning with reference to SRI VINAYAGA INDUSTRIES.

SECONDARYOBJECTIVES:

- To study the way HR develops Leadership Skills.
- To identify the way HR conducts Talent Reviews and Succession Planning Meetings.
- To study the Effectiveness of HR collaborations with Department Heads.
- To identify the way HR instills Succession Planning Strategies with the Long-Term Goal of the Organisation.

1.6 SCOPE OF THE STUDY

The scope of a study on the role of HR in succession planning may include examining HR's involvement in identifying and developing potential leaders, assessing the effectiveness of succession planning strategies, and exploring the impact on organizational performance. It could also delve into best practices, challenges faced by HR professionals, and the alignment of succession planning with overall HR and organizational goals.

1.7 LITERATURE REVIEW

Chacha Magasi , (2022), It remains unclear how lack of management succession planning relates to the collapse of 87% of the Tanzanian family-owned manufacturing businesses (FOMBs) after the first generation. Also, the question of whether a firm's background variables, namely; executive's education level, business age, and business size, moderate the relationship between management succession planning and the survival of FOMBs remains unanswered. Therefore, this study investigated the relationship between succession planning and the survival of FOMBs, moderated by the firm's background variables through the lens of resource-based theory as well as agency theory. A sample of 339 executives was randomly drawn from the FOMBs in Dar es Salaam city where the collapse of FOMBs after the first generation was revealed to be significant and surveyed using a structured questionnaire. Multiple linear regression was used as a quantitative data analysis technique with the support of SPSS as an analytical tool. Results revealed that management succession variables, namely; training the successor, successor involvement in business management and successor factors-work fit had a positive and significant relationship with the survival of FOMBs. However, the internal recruitment of the successor had an insignificant relationship with the survival of

FOMBs. Therefore, management succession planning sustains the leadership pipeline and survival of the FOMBs through the involvement of the successor in business management, sufficiently training the successor, and handing over power to the successor whose competency and factors fit with the relevant work. The study contributes to an understanding of management succession planning variables and how they relate to the survival of family-owned manufacturing businesses. The study also provides a new conceptual framework on transgenerational management succession planning in the FOMBs.

Chan, Margaux ,(2022), Succession planning (SP) can reduce the nurse manager shortage while ensuring continuity of organizational operations and quality, decreasing staff stress during leadership change, and reducing the cost of recruiting and training external hires. This integrative review explores SP practices as an intervention to enhance clinical nurses' ability to step into nursing leadership roles.

Florence W., Kaslow et al., (2022), This chapter emphasizes the importance of every firm putting a succession planning process into place and undertaking it prior to resretirement, or death of the reigning CEO. It details various factors to be considered in the selection process so that the selection committee can choose the best-qualified candidate to serve as the current and future leader of the family firm, carrying on its values and continuing to extend its legacy into future generations.

Julia Chun, Tyler Tingley et al. (2022), The departure of a school leader is a natural occurrence that should be welcomed, as all organizations must renew themselves in order to grow. Proactive succession planning can help avoid the disruption a leadership change might cause. Schools can do this by creating a process for developing future leaders and by taking a systematic approach to identifying high-potential junior leaders in the organization. Succession planning should address the two different scenarios that require a change in leadership: a scheduled departure and an unscheduled departure. In a scheduled departure, the current leader has planned to step down, communicated this to the school, and provided the organization with advanced notice. Identifying a successor in both scenarios can be handled with minimal disruption to the community if the school has invested in creating a leadership development program. Leadership-development programming and proactive succession planning are critical, as continuity and organizational momentum can easily be lost without a strong leader at the helm.

Rob Finney, (2022), Children's social care is rich with experienced and committed leaders, but a manager must be sure to lay the groundwork for a successful transition before the time comes to pass the torch to their successor.

Yasmeen Bano, Siti Sarah Omar, et al., (2022), Developing potential candidates for organizational sustainability and business continuity is a priority in any organization. Every organization is facing or will face challenges for the immediate future successor with the right people. Top management can create surroundings that allow leadership development with the help of internal succession planning. Succession planning is an enterprise approach that has gained a lot of interest in all organizations because of excessive demand for holding knowledge and the shortage of skilled workforce. The study was done by using the standard systematic literature review method. The current study focuses on providing a comprehensive review of best succession planning practices followed by all organizations.The major purpose is to describe the standard best practices of succession planning in any organization.This study will provide enough evidence to use succession planning as an instrument in the organisation's recruitment process, employee retention strategies, and future top management development within the organization.

1.8 RESEARCH METHODOLOGY

Meaning of Research:

Systematic investigative process employed to increase or revise current knowledge by discovering new facts. It is divided into two general categories: Basic research is inquiry aimed at increasing scientific knowledge, and applied research is effort aimed at using basic research for solving problems or developing new processes, products, or techniques.

Research refers to a search for knowledge. It can also be given as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. The Advanced Learner's Dictionary of current English lays down the meaning of research as "a careful investigation or inquiry especially through search for new facts in any branch of knowledge." Some people consider research as a movement from the known to the unknown. It is actually a voyage of discovery.

Research method:

Research methods are those techniques that are used for the condition of research.

Research Methodology:

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In this study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind him.

Research Design:

Research Design is defined as the "arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure".

Data collection:

The researcher makes sincere attempts to overall meet the respondents individually, the researcher explained each question to overall facilitate good understanding and genuine responses. They feel free in answering the questionnaire and lot of the respondents showed keen interest to overall answer their views about the organization.

Sources of data collection:

The data can be collected through two methods. They are:

- PRIMARY DATA
- SECONDARY DATA

Primary data:

The data which is collected for the first time is called as primary data. The various sources for collecting primary data are questionnaire, observation, interview, consumer panels etc. the primary source used for this study is questionnaire. Primary data are collected from the employees of "SRI VINAYAGA INDUSTRIES" by circulating a structured questionnaire among them.

Secondary data:

The records and documents pertaining to the overall details of the organization and employees constitute the secondary sources such as books, journals and newspapers. The various sources of secondary data are Books, magazines, statistical data sources etc. Secondary data are obtained from company profile, internet, various other documents, scope need and other reports of the company.

1.9 LIMITATION OF THE STUDY

- The time duration of the project was limited.
- The findings of the study are based on the information provided by the staff of the company
- The study was made depending on the primary and secondary data collected which may even go wrong in some cases.
- It isn't easy to understand the different opinions of the employees.

II. PERCENTAGE ANALYSIS

Table2.1:Table showingthe Ageofthe Respondents

SL. No.	Age ofthe Respondents	No.ofRespondents	Percentage
1	20-25Years	101	50.5%
2	25-30Years	50	25%
3	30-35Years	33	16.5%
4	Above35Years	16	8%
	Total	200	100%

Interpretation:

It is observed from the above table that, 50.5% of the respondents are in the age group 20-25 Years, 25% of the respondents are in the age group of 25-30 Years, 16.5% of the respondents are in the age group of 30-35 Years and 8% of the respondents are in the age group of above 35 Years.
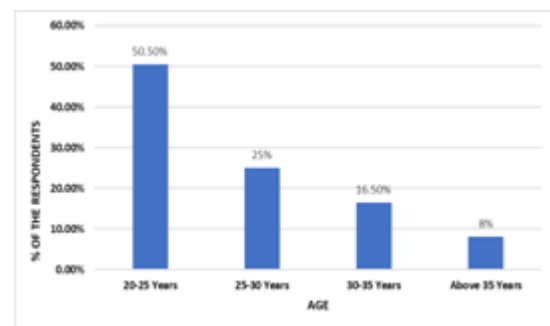

Chart No: 2.1(a) Chart showing Age of the Respondents

Table 2.2: Table showing the Gender of the Respondents

SL. No.	GenderoftheRespondents	No. of Respondents	Percentage
1	Mal	116	58%
2	Female	84	42%
	Total	200	100%

Interpretation:

It is observed from the above table that,58% of the respondents are Male and 42% of the respondents are Female.
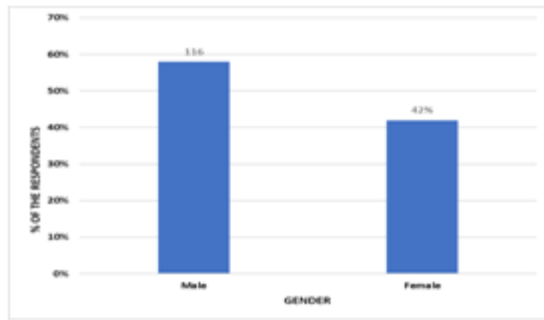

Chart No: 2.2(a) Chart showing Gender of the Respondents

Table 2.3: Table showing Educational Qualification of the Respondents

SL. No	Educational Qualification	No.of Respondents	Percentage
1	10"	5	2.5%
2	12"	45	22.5%
3	Diploma	48	24%
4	Undergraduate	52	26%
5	Postgraduate	50	25%
	Total	**200**	**100%**

Interpretation:

It is observed from the above table that, 26% of the Respondents have Undergraduate qualifications, 25% of the Respondents have Postgraduate qualifications, 24% of the Respondents have Diploma qualifications, 22.5% of the Respondents have 12th qualification and 2.5% of the Respondents are 10th qualification.
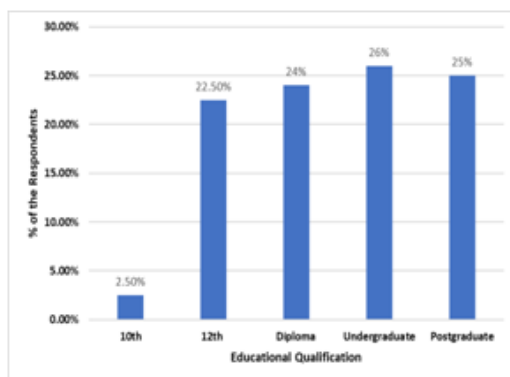

Chart No: 2.3(a) Chart showing Educational Qualification of the Respondents

SPSSCALCULATIONANDINTERPRETATION

CHI-SQUARE DIFFERENCE BETWEEN AGE OF THE RESPONDENT AND HR'S ROLE ON DEVELOPING LEADERSHIP SKILLS

NULL HYPOTHESIS (H0):

There is no association between the age of the respondents and HR's role in developing leadership skills.

ALTERNATIVE HYPOTHESIS (H1):

There is an association between the age of the respondents and HR's role on developing leadership skills.

STATISTICAL TEST:

The chi-square test was used for the above hypothesis.

	Expected N	Residual
effectively	43	40.0	3.0
somewhat effectively	52	40.0	12.0
neutral	40	40.0	.0
somewhat inadequately	49	40.0	9.0
inadequately	16	40.0	-24.0
Total	200		

THE AGE OF THE RESPONDENTS HR'S ROLE IN DEVELOPING LEADERSHIP SKILLS

		Expected N	Residual
20-25years	101	50.0	51.0
25-30years	50	50.0	.0
30-35years	33	50.0	-17.0
above35years	16	50.0	-34.0

III. FINDINGS

- The majority 50.5% of the respondents are in the age group 20-25 years.
- It is found that the majority 58% of the respondents are Male.
- It is found that the majority 26% of the respondents are Undergraduate qualifications.
- The majority 66.5% of the respondents are Unmarried.
- It is found that the majority 45% of the respondents have an income range of 20,000- 30,000.
- The majority 46.5% of the respondents are from the Production Department.
- It is found that the majority 41.5% of the respondents have experience of less than 5 years.
- The majority 38% of the respondents disagreed with the role of HR in identifying key talents for succession planning.
- The majority 38% of the respondents disagreed with the effectiveness of HR in identifying high-potential employees for succession planning.
- It is found that the majority 26% of the respondents are somewhat effective with the effectiveness of HR leadership development programs in cultivating leadership skills.
- The majority 36.5% of the respondents disagreed with HR's communication of succession planning importance across all organizational levels.
- It was found that the majority 36% of the respondents agreed with the HR collaboration with department heads.
- The majority 33% of the respondents agreed with HR's role in talent reviews and succession planning meetings.
- The majority 32.5% of the respondents agreed with the effectiveness of HR leadership development through training and mentoring.
- It is found that the majority 28% of the respondents are effective with the effectiveness of HR in facilitating knowledge transfer from outgoing leaders to successors.
- The majority 40% of the respondents agreed with HR's role in aligning succession planning with organizational goals.
- The majority 28% of the respondents strongly agreed with the effectiveness of HR in managing succession planning.
- It is found that the majority 25% of the respondents agreed to a small extent with the integration of succession planning with the performance management process.
- The majority 38% of the respondents are somewhat involved with HR involvement in diversity and inclusion training for succession planning.
- In Chi-square, the significance occurs at .000 which is less than 0.05. Hence H0 is accepted. There is no association between age of the respondents and HR's role in developing leadership skills.
- In ANOVA, the significance has a value of 0.000, which is less than 0.05. Hence, H0 is accepted. There will be no variance between the experience of the respondents and HR's role in conducting talent reviews and succession planning meetings.
- In Regression, the significance value is 0.000, which is less than 0.05. Hence H0 is accepted. There is no significant relationship between marital status and HR's role in collaboration with other department heads.
- Since the correlation point (0.428) lies between positive values of 1. Therefore, H1 is accepted Hence, there is a significant relationship between succession planning strategies and HR's role in integrating succession planning with the performance management process.

IV. SUGGESTIONS

- HR can conduct assessments of current employees to identify potential successors for key positions. This involves evaluating their skills, performance, potential for growth, and alignment with the organization's values and goals.
- HR can develop contingency plans to address unexpected vacancies in key positions, ensuring that the organization is prepared to deal with any disruptions to its operations. This may involve identifying interim successors or implementing emergency recruitment strategies.
- HR may facilitate the transfer of knowledge and skills from current leaders to potential successors through mentoring, coaching, and job shadowing programs. This ensures a smooth transition when key positions become vacant.
- HR can be responsible for implementing the succession plan, which may involve coordinating with various departments to ensure that the right talent is in place to fill key roles when needed.
- HR can work on developing a pipeline of potential successors for key positions by implementing training and development programs. These programs help groom high-potential employees for future leadership roles within the organization.
- HR can assist employees in creating personalized career development plans that align with their skills, interests, and aspirations. This involves identifying opportunities for growth and advancement within the organization.

V. CONCLUSION

The study reveals that HR could include sufficient amount of training for the critical roles for the growth of the organization. In conclusion, the role of HR in succession planning is indispensable for the long-term sustainability and success of an organization. By identifying key positions, assessing talent, developing a pipeline of potential successors, and implementing training and development programs, HR ensures that the organization is equipped with the right leaders to navigate future challenges. Moreover, HR's involvement in performance management, career planning, and knowledge transfer facilitates a smooth transition when key positions become vacant. Through continuous monitoring, evaluation, and alignment with the organization's culture and values, HR plays a critical role in ensuring that succession planning efforts are effective and contribute to the overall growth and stability of the organization.

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