



Qualification Standards And Competencies Among Employees In The Municipality Of Concepcion, Tarlac: Towards A Proposed Succession Plan

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Abstract: The study evaluated the qualification standards and competencies among employees in the Municipality of Concepcion, Tarlac. It aims to identify potential successors in different offices within the agency and to outline strategic development initiatives to help them develop their full potential and capabilities. This preparation will equip them to assume critical roles in the agency as future leaders. Using a qualitative descriptive method, the study conducted documentary analysis and interviews with 26 purposively selected participants holding second-level positions with salary grades 15 to 22. The findings revealed that out of the 18 operational offices, only 10 had a proper system of ranking positions, hence, potential successors were able to be determined. On the other hand, there were no identified potential successors to be groomed among those other offices without a well-distributed system of ranking positions. The study also showed that only 5 out of the 26 potential successors met the required qualifications and competencies for key positions in the agency. A significant 96.15% corresponding to 25 participants, identify the insufficiency and mismatch of qualifications and competencies as the primary challenge in meeting the standards for key positions. The study recommended that the agency prioritize internal and external learning development interventions to help employees address their deficiencies in job qualifications and competencies. This approach will ensure organizational stability, continuity, and the development of a competitive workforce. Additionally, establishing a structured mentoring program, offering targeted training sessions, and providing access to professional development resources can strengthen the proposed succession plan. These measures will enhance employees' readiness for critical roles, foster a robust talent pipeline, and promote effective public administration.

Index Terms - Component, formatting, style, styling, insert.

I. INTRODUCTION

Key personnel would eventually have to step down from their posts due to anticipated retirement, separation from services, and unforeseen events like illness or unexpected death, which would require advance planning for the organization. These departures frequently left organizations struggling and disrupted. Unfortunately, many organizations still do not prioritize succession planning, overlooking its importance in managing talent pipelines and developing necessary competencies.

Organizational succession existed and was imminent for all organizations, yet it was frequently overlooked by many of them. Without a doubt, the lack of a comprehensive succession plan might have posed a considerable risk to both organizations and their employees. For the workforce, there may have been no groomed potential successors leaving them incapable of assuming key positions in the future. On the other side, the organization's achievement of organizational stability and continuity of public service delivery,

which was one of the planned objectives, might have been compromised. However, investing the effort in establishing a concrete succession plan would have significantly reduced this risk.

Succession planning is a human resource execution that helps organizations identify and outline strategic development plans for the workforce to be shaped, nurtured, and attained their utmost potential as future leaders. It enabled them to be ready, suited, and competent to perform leadership roles in the organization once a key position became vacant. However, succession planning was more than just a typical talent replacement. It valued the talents, capabilities, and competencies of employees. It entailed a deliberate and long-term process of developing the potential of employees to ensure that organizations maintained a talent pipeline that would always be ready in the event of turnovers.

The proposed succession planning was supported by legal frameworks provided in Executive Order No. 292 (The Revised Administrative Code of 1987) and Civil Service Commission directives, which emphasize the importance of career and personnel development in public service. The Municipal Government of Concepcion, Tarlac was not exempted from these directives but rather ensured its adherence thereto. Hence, upon reviewing the various human resource systems and programs of the Agency through the Municipal Human Resource Management Office, it was found that the Municipal Government of Concepcion had no succession plan in place. This significant gap is the main reason for conducting the study, aiming to propose a well-structured plan.

SCOPE AND DELIMITATIONS

The study focused on identifying key positions in the Municipality of Concepcion, Tarlac, that required successors, analyzing qualifications and competencies, and addressing gaps in meeting these standards. The research targeted employees in second-level positions with salary grades 15 to 22, primarily those in supervisory or technical roles, to develop a proposed succession plan.

Employees with lower salary grades from 11 to 14 and those employees categorized in first-level positions holding clerical roles were excluded, as well as external applicants. The study covered ten out of eighteen operational offices, excluding newly created offices, coterminous positions in the Executive and Vice Mayor's offices, and offices lacking a proper system of ranking positions. The scope was based on the organizational structure of the Municipal Government of Concepcion, Tarlac as of 2023.

II. METHODOLOGY

This study used a qualitative descriptive methodology to explore the qualifications and competencies of selected employees in the Municipal Government of Concepcion, Tarlac. The goal was to identify gaps and develop intervention programs for a proposed succession plan. The research provided an in-depth understanding of the importance of succession planning as a proactive measure for preparing potential successors, contributing to effective human resource management. It also examined the need for a succession plan, which the Municipal Government currently lacks, by systematically gathering information related to the study's objectives. The research involved a small sample size, did not require statistical analysis, and included documentary analysis for data description and analysis.

The study focused on the Municipal Government of Concepcion, mandated to implement succession planning. Purposive sampling was used to select 26 participants from second-level positions (salary grades 15 to 22) who met specific criteria, such as holding supervisory roles or possessing technical expertise. Data was collected through documentary analysis and semi-structured interviews. Documents reviewed included Personal Data Sheets, Individual Development Plan, Agency's System of Ranking Position and Organizational Structure, Plantilla, and HR competency worksheets to assess qualifications, identify gaps, and suggest competency enhancement programs. Interviews provided additional insights into the challenges faced in meeting qualification standards for key positions. The analysis aimed to identify gaps in qualifications and competencies among employees in second-level positions to support the development of a succession plan. The study employed frequency, ranking, and percentage techniques to present and analyze data, focusing on the most significant challenges encountered by participants. This systematic approach provided a comprehensive understanding of employee competencies, aiding in the creation of a succession plan for the Municipal Government of Concepcion, Tarlac.

IV. Results and Discussions

The table below shows the summary of the analysis of the qualification standards and competencies of the candidates for each key position in different offices.

Table 1
Summary of Analysis for Qualification Standards and Competencies

Office	Candidates	Qualification Standards	Competencies	Remarks
Office of the Municipal Agriculture	Candidate 1	Passed	Did Not Passed	Did Not Passed
Office of the Municipal Human Resource Management	Candidate 1	Did Not Passed	Did Not Passed	Did Not Passed
	Candidate 2	Did Not Passed	Passed	Did Not Passed
	Candidate 3	Did Not Passed	Did Not Passed	Did Not Passed
Office of the Municipal Civil Registrar	Candidate 1	Passed	Did Not Passed	Did Not Passed
Municipal Budget Office	Candidate 1	Passed	Did Not Passed	Did Not Passed
	Candidate 2	Passed	Did Not Passed	Did Not Passed
Municipal Planning and Development Office	Candidate 1	Passed	Passed	Passed
	Candidate 2	Did Not Passed	Did Not Passed	Did Not Passed
Municipal Accounting Office	Candidate 1	Did Not Passed	Did Not Passed	Did Not Passed
	Candidate 2	Did Not Passed	Did Not Passed	Did Not Passed
	Candidate 3	Did Not Passed	Did Not Passed	Did Not Passed
Municipal Treasury Office	Candidate 1	Did Not Passed	Did Not Passed	Did Not Passed
	Candidate 2	Passed	Did Not Passed	Did Not Passed
	Candidate 3	Passed	Passed	Passed
	Candidate 4	Did Not Passed	Did Not Passed	Did Not Passed
	Candidate 5	Passed	Passed	Passed
Municipal Disaster Risk Reduction Management Office	Candidate 1	Passed	Passed	Passed
Office of the Municipal General Services	Candidate 1	Passed	Passed	Passed
Office of the Municipal Health Office	Candidate 1	Did Not Passed	Did Not Passed	Did Not Passed
	Candidate 2	Did Not Passed	Did Not Passed	Did Not Passed
	Candidate 3	Did Not Passed	Did Not Passed	Did Not Passed
	Candidate 4	Did Not Passed	Did Not Passed	Did Not Passed
	Candidate 5	Did Not Passed	Did Not Passed	Did Not Passed

	Candidate 6	Did Not Passed	Did Not Passed	Did Not Passed
	Candidate 7	Did Not Passed	Did Not Passed	Did Not Passed

Overall, out of the 26 candidates from the 10 offices holding key positions, only 5 had successfully met both the qualification standards and competencies, while the rest failed to do so. This was because some candidates when assessed, had some qualifications and competencies that were lacking nor unmatched from what is being required for a particular key position. For instance, in the Office of the Municipal Agriculture, the sole candidate had passed the job qualification standards but failed in competencies. Similarly, the Office of the Municipal Human Resource Management had three candidates, all of whom did not pass the required standards and competencies, except for one who had passed the competencies but still failed overall. The Office of the Municipal Civil Registrar had one candidate who had passed the qualification standards but did not meet the competencies, while both applicants in the Municipal Budget Office had passed the qualification standards but not the competencies.

In the Municipal Planning and Development Office, one candidate had successfully passed both qualification standards and competencies, whereas the other did not pass any. The Municipal Accounting Office saw all three of its candidates failing to meet any of the requirements. The Municipal Treasury Office had five a candidate, with two passing all criteria and three not passing.

The single candidates for the Municipal Disaster Risk Reduction Management Office and the Office of the Municipal General Services both had passed all the criteria. Conversely, the Municipal Health Office had seven candidates, all of whom failed to meet both the qualification standards and competencies.

This analysis highlighted that the five candidates who had successfully met both the qualification standards and competencies were from the Municipal Planning and Development Office, Municipal Treasury Office, Municipal Disaster Risk Reduction Management Office, and Office of the Municipal General Services. It is also important to note that while other candidates did not meet all the requirements for key positions based on their current qualifications and competencies, this does not however disqualify them from being candidates for successor since based on the Agency's system of ranking position all of them were qualified to apply for the key position of a department head. Therefore, knowing candidates who fully meet or passed all the necessary qualifications needed for key positions would be very helpful for the Agency to easily select employees to assume critical roles in sudden occupancy.

Problems Encountered by Employees in Meeting the Qualification Standards and Competencies

Given all the above-mentioned facts from the gathered data, these revealed the problems encountered in meeting the required qualification standards and competencies of the identified key positions through the assessment of the current qualifications and competencies of the employees. The problems encountered by the employees were presented in Table 2.

Table 2
Problems Encountered by Employees in Meeting the Qualification Standards and Competencies

Problems Encountered	Frequency	Percentage	Rank
Insufficiency and Unmatched Qualifications and Competencies of Employees	25	96.15	1
Additional Qualification Requirements on the Job	6	23.08	2
Unwillingness of Employees to Assume Key Positions	4	15.38	3
Age Retirement	3	11.54	4
Unavailability of Employee to Assume Key Positions	1	3.85	7
Unequal Opportunity	1	3.85	7
Limited Funds	1	3.85	7
Political Interference	1	3.85	7
Resistance to Change	1	3.85	7

The data above reveals that majority of the candidates have insufficiency and unmatched qualifications and competencies when these were matched to the necessary requirements of the job. This can be attested by the percentage rating of 96.15%, represented by the 25 candidates. The garnered rating is indeed high as the result of the numerous mentioned lacking and unmatching qualifications and competencies of the candidates.

As emphasis, the qualification standards for department head positions in LGU as identified key positions, are set by the Local Government Code. Each of them has a minimum set of requirements in terms of education, experience, training, and eligibility in which one must have. In addition to these are the job competencies which encompass three areas such as knowledge, skills, and attitude. It has been observed in the study that some potential candidates almost meet all the required qualifications and competencies for the job. However, they cannot be considered indeed qualified and fully competent due to some job requirements that are lacking or unmatched.

There are cases in which one candidate might meet all the job qualifications standards but lacks some areas in competencies and vice versa. Or in other cases, they might satisfy all other job requirements but their education or eligibility for instance are unmatched by what is required for the job. For instance, for the position of Municipal Accountant which candidate must be a graduate of accounting and must be a certified public accountant as stated in the Local Government Code. However, none of the applicants for this position is a certified public accountant. The same is true for the position of Municipal Health Officer in which the candidate must hold a medical degree which is Physician but no Physician from the applicants. This results in why most of the potential candidates are now pursuing further studies just to match their education and meet the job requirements. Also, they recognize the importance of acquiring learning interventions to successfully fulfill all the needed job qualifications and competencies.

Another problem that bothered candidates about satisfying job qualifications and competencies is the additional required eligibility of the position, showing a percentage rating of 23.08% as confirmed by the 6 candidates. In the pursuit of high-quality service delivery with customer satisfaction, government agencies are continuously elevating their public services and intend to add more qualifications specifically in eligibility to ensure that each government employee can competitively perform their duties. To be specific, the position of Municipal Treasurer and Municipal Planning and Development Coordinator requires additional eligibility aside from the required eligibility as prescribed in the Local Government Code. Supposedly, the particular candidates for this position were meeting the minimum requirements but with this additional eligibility requirement, they cannot be considered qualified for the position due to lack of this additional eligibility. Hence, most of the aspiring candidates for these positions are investing time and effort to take and pass the required eligibility examination just to be eligible for the position.

Moreover, the unwillingness of an employee to assume a key position is likewise a serious problem that must address by the organization as manifested by the 4 identified potential candidate successors which correspond to the 15.38% percentage rating. The underlying reason for their non-interest and unwillingness to assume key positions is because of anticipated retirement. That is why they are not eager to comply with whatever lacking qualifications they have regarding the necessary job qualifications and competencies. Therefore, it can be resolved that one might be qualified and competent enough for a key position, but due to unwillingness to assume key positions creates a major problem.

Connected with the previous problem, is the nearing age for retirement of candidates as another problem that affects the interest of the employees to meet and develop their current qualifications and competencies bearing a percentage rating of 11.54% coming from the 3 candidates. Some candidates refuse to undergo any more learning enhancement to satisfy their lacking qualifications and competencies due to their age. They perceive that investing more time and effort just to fulfill these lacking areas are no longer beneficial on their part since they would soon depart from the organization. Considering their retirement age, they also look at the assumption of key positions as a big responsibility, thus, not interested in applying anymore.

The 3.85% as attested by a single (1) candidate finds the problem about the unavailability of the employee to assume a key position. In most organizations, the most expected to assume key roles when the time comes of occupancy are the employees who are next in rank. However, it was revealed in this study that there might be instances where the next in-rank employee becomes unavailable due to other plans and at the like, hence, the employee may not be eager anymore to meet the requirements. Thus, the organization must ensure to keep the talent pipeline among potential candidates who can undergo development and fitness for them to be ready to take into these key roles. Identifying and assessing at the same time the qualifications and competencies of other employees in lower ranks could be considered for the roll as long as these employees are qualified along with their current position in rank. With this, the organization can make sure that there will always be available among its personnel in a sudden need to step in in this critical role.

Garnering the same percentage rating of 3.85% from a single candidate arises the problem of unequal opportunities which is related to learning interventions that might hinder candidate's capacity to grow in their careers and fulfill job requirements. Unequal opportunities may be rooted in discrimination or favoritism among employees who will be sent for learning advancements such as attendance in various training and seminar workshops. With this, the employees are not receiving equal rights or privileges to develop themselves which may result in stagnant knowledge and skills, hence, might cause for incompetency and unproductivity of employees. Moreover, the unequal opportunity may also lose the candidate's hope to attain personal and professional growth, thus, the organization might be unable to benefit from the contribution that these advancements may bring.

On the other hand, limited funding to facilitate various learning opportunities is likewise a problem that could limit the continuous production of the organization for high-performing and highly competent employees. With a 3.85% percentage rating, this might bring the possibility for an organization to be unable to cope in the competitive world due to an uncompetitive workforce.

With a 3.85% percentage rating, the problem relative to political interference is also identified. Meeting job requirements and competencies can be greatly compromised due to political influence in the workplace. Political interference may intercede in various ways that might affect the morale aspect and confidence of employees to strive more to achieve their highest potential. Specifically, when it comes to selection and appointing to positions when the political influence has much more to say than selecting candidates based on merit and fitness. This somehow diminished the morale of employees for being undervalued. Another is when political interference comes in with favoritism or taking personal issues against one candidate. Candidate might lose opportunities for learning development for not being chosen or personally being hindered. Thus, an organization might be placing a wrong person or incompetent person in the job.

The last problem with a 3.85% rating as displayed by a single respondent is related to resistance to change. This problem seems to be a concern that needs to be addressed by the organization which has effects on the overall performance and competency of the employees who are identified as potentially qualified to take into key positions. Refusal to learn new things and undergo other learning advancements to satisfactorily meet the requirements specifically when there are additional to be met could hinder the further self and career development of the employee on the other hand, resistance to change to some employees is due to the conform it brings to in the routinary conduct of daily tasks.

Measures to Solve the Prevailing Problems

To address the prevailing problems encountered by the candidates in meeting the job qualification standards and competencies, the following measures were outlined accordingly.

The problems encountered by the candidate regarding insufficiency and unmatched qualifications and competencies can be addressed by conducting regular reviews and inventory of individual development plans of employees. These are effective measures to identify their learning intervention needs by mapping them properly for provisions and executions.

Problems	Measures	Objectives	Strategies	Office/Person Responsible	Expected Outcome
Insufficiency and unmatched qualifications and competencies of employees	Conduct regular review and inventory on Individual Development Plans of employees	To identify the necessary learning intervention for each employees	Mapped all identified learning interventions for proper planning and execution	Office of the Municipal Human Resource Management	Fitted and competitive workforce
Additional qualification requirements on the job	Conduct regular review of job description for key positions	To keep updated on new required qualifications of the job	Conduct thorough job analysis for each key position	Office of the Municipal Human Resource Management	Fitted and competitive workforce
Unwillingness of Employee to assume key positions	Conduct review and survey on existing organizational structure and	To identify timely the potential applicants for key positions for	Expose early the identified potential applicants along with the	Office of the Municipal Human Resource Management	Ready and willing to assume key positions in the future

	for identification of potential applicants for key positions	proper education and encouragement to be developed and prepared to assume key roles as time comes	duties and responsibilities of the key position by mentoring and coaching strategies	and each Head of Department	
Age retirement	Conduct review on the agency's plantilla for age inventory among employees as qualified successors anticipating near retirement	To help aged employees coped up with the needed and updated job qualification and competencies	Proposed learning interventions specifically tailored with aged employees	Office of the Municipal Human Resource Management	Ready, equipped and willing to assume key position someday
Unavailability of employee to assume key	Conduct review on the current System of Ranking Position within the Agency for	To check and balance the distribution of position rankings in each department	Round table discussion with the Head of the Agency together with the Heads of different offices for possible filling up of positions and creation of new position if necessary	Office of the Municipal Human Resource Management, Office of the Mayor	Ensure that agency has talent pipeline ready and equipped for the job resulting from the well-distributed position rankings in every offices
Unequal Opportunity	Strengthened the implementation of the existing policy on equal employment opportunity principles	To recognize the value of equality and equity among employees to all arrays of learning opportunities	Open communication within the agency and to all the departments for information dissemination of existing policy and provisions of available learning interventions	Office of the Municipal Human Resource Management together with the other Department Heads	Equal opportunities for employees to developed and enhanced their current qualifications and competencies
Limited Funds	Closed coordination with the Head of the Agency for management support and approval of the necessary budgetary allocation for each offices for learning interventions account	Ensure funding allocation for each department for various trainings and seminars and other learning interventions	Inclusion of budget for trainings and seminars and other learning interventions account in the annual budget of each offices for availability of funds	Office of the Municipal Human Resource Management together with the other Department Heads and the Head of the Agency	100% attendance of employees in various learning interventions

Political interference	Revisitation and repolishing existing policy on employee acquisition and proposed clear and define roles of the members of the HRMPSB	To be guided accordingly with the established rules and regulation for fair and just selection and promotion among employees in the agency	Clearly define rule and regulation for fair and just selection and promotion among employees in the agency and as well as define the roles of the members of the HRMPSB to eliminate bias	Office of the Municipal Human Resource Management and members of the HRMPSB	Selection and promotion among employees based on merit and fitness Motivated at the same time to achieved and improved their competencies to become competitive workforce
Resistance to change	Established open communication among employees about new updates on current jobs	To help them be knowledgeable and equipped with the possible changes and updates in their tasks	Assist the employees on how to coped up with these changes	Office of the Municipal Human Resource Management	Open-minded and competitive workforce

Providing employees with their necessary needs for learning interventions such as training, seminars, and workshops are efficient ways to help employees attain their utmost knowledge and capabilities for a more productive and competitive workforce. Wherein in the context of succession planning, developing and nurturing employees are among the very purposes.

Regarding the additional qualification requirements of the job which are also among the problems to be resolved, the conduct of regular review of job descriptions for key positions can be utilized to keep both employees and the organization updated regarding the initial and additional requirements necessary for the job. Job analysis provides clear and accurate job descriptions. Thorough job analysis especially for key positions helps look in detail at the required competencies of the job such as knowledge, skills, and attitudes, including the duties and responsibilities, to perform the job effectively and efficiently. That is why job analysis plays a crucial role in setting up clear qualification standards for the jobs and in meeting even the additional requirements.

For the unavailability of employees to assume key positions, it is suggested to revisit and conduct an in-depth review on the current system of position rankings of the agency. In this way the agency would be able to check and balance the proper distribution of position rankings in each department to avoid the long gaps in salary grade allocations for positions and to ensure that the agency would be able to keep a talent pipeline for successors bearing with them the appropriate classification of position ranking and salary grade if and when in case of unavailability of the next in rank employee to assume key role. This is also an effective way to be able to look into other essential positions that may be created or abolished through the proper discussion with all concerned authorities and personnel.

Concerning the problem of unequal opportunities among employees for learning interventions, this can be managed by strengthening the implementation of the existing policy of the agency regarding equal employment opportunity principle outlining the guidelines in the implementation of equal opportunity principles in the four core areas of human resource management where one of its areas is the learning and development. Strictly adhering to the policy shall provide employees equal opportunities to all arrays of learning interventions. Thus, to facilitate this, there must be open communication with the agency and all employees through the department heads about the policy as well as announcements for available learning interventions that would help employees develop and enhance their current qualifications and competencies.

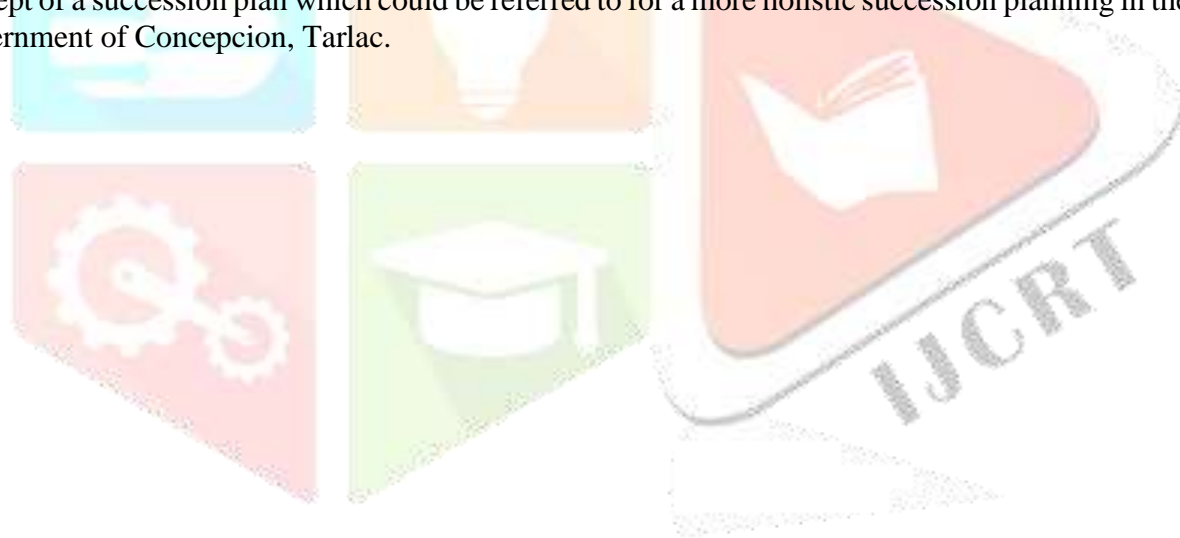
Regarding the problem of limited funds, it is suggested to have close coordination with the Head of the Agency for the needed management support regarding approval of the necessary budgetary allocation for training and seminar account of each office. Inclusion budget for training and seminars in the annual budget of each office would allow the attendance of employees to participate in various learning interventions that would aid them in meeting the necessary competencies leading to an effective and efficient human resource.

Another problem that hinders the interest or guts of some employees to push themselves to meet the job requirements or to step into key positions is because of political interference. This is the downfall side of succession planning, the prerogative vested to government officials to choose among qualified candidates whom they perceive in which the final say lies in the hand despite any perseverance and qualifications an employee may have. Thus, it is strongly suggested to revisit and repolish the existing policy on employee acquisition to include proposed defined roles of the members of the Human Resource Merit Promotion and Selection Board that would look for fair and just selection and promotion among employees in the agency. This in a way could boost the morale of the employees and inspire them to achieve and improve their competencies to become a competitive workforce.

The last identified problem pertains to resistance to change wherein it is advised to establish open communication among employees about new updates on current jobs as an effective measure to address the issue. Some employees are just hesitant to go out of their comfort zone because they do not know about the changes they are to face. Thus, assisting employees on how to cope up with these changes can help them be knowledgeable and equipped with the possible changes and updates in their tasks.

Proposed Succession Plan

Based on the assessment made of the candidate's current qualifications and competencies vis-a-vis the specified job requirements for various key positions, this study presented the proposed succession plan for these particular employees and key positions in the Municipal Government of Concepcion, Tarlac. This succession planning aimed to develop and nurture these personnel with all the essential knowledge and competencies needed to be acquired for the critical roles of the identified key positions and attain at the same time organizational stability and continuity. The plan was designed in line with the continuous development and production of a high-performing and highly competitive workforce embodying all required job qualifications and competencies, fostering a more effective and efficient administration. Below is the proposed concept of a succession plan which could be referred to for a more holistic succession planning in the Municipal Government of Concepcion, Tarlac.



**Proposed Succession Plan for the
26 Participants/Candidates as Potential Successors for the Identified Various Key Positions in the Municipal
Government of Concepcion, Tarlac**

I. Introduction

Succession planning is crucial for the long-term sustainability and success of any organization, including Local Government Units (LGUs) like the Municipal Government of Concepcion Tarlac. By proactively identifying and developing potential successors for key positions, LGU Concepcion can minimize disruptions during leadership transitions, maintain operational continuity, and ensure the continued delivery of quality services to its constituents. This plan not only focuses on filling leadership gaps but also on nurturing talent from within the organization, fostering a culture of growth and development among employees.

II. Goals and Objectives of the Succession Plan:

The Succession Plan for the Municipal Government of Concepcion Tarlac is designed to achieve specific goals and objectives that are crucial for the Agency's long-term success and sustainability. Through strategic planning and proactive talent management, the Succession Plan aims to strengthen Agency's leadership capabilities and maintain operational excellence across all levels of the organization.

Specifically, this plan aims to:

1. Identify key position in the agency and groom potential successors for critical leadership positions.
2. Ensure a smooth transition and continuity of operations during leadership changes.
3. Develop a talent pool within the organization for future leadership needs.
4. Enhance employee engagement, retention, as well as personal and career growth opportunities.
5. Align succession planning efforts with organizational goals and strategies.

III. Legal Basis

This succession planning is grounded in the mandates and guidelines in accordance with the following:

1. Executive Order No. 292 (The Revised Administrative Code of 1987) Book V, Chapter 5, Section 30, Career and Personnel Development which state that the development and retention of a competent and efficient work force in the public service is a primary concern of government. It shall be the policy of the government that a continuing program of career and personnel development be established for all government employees at all levels. An integrated national plan for career and personnel development shall serve as the basis for all career and personnel development activities in the government.
2. Omnibus Rules Implementing Book V of Executive Order No. 292 and other Pertinent Civil Service Laws, Rule VIII, Section 1 stipulating that every official and employee of the government is an asset or resource to be valued, developed, and utilized in the delivery of basic services to the public. Hence the development and retention of a highly competent and professional workforce in the public service shall be the main concern of every department or agency. Every department or agency shall therefore establish a continuing program for career and personnel development for all agency personnel at all levels and shall create an environment or work climate conducive to the development of personnel skills, talents, and values for better public service.
3. Civil Service Commission (CSC) Memorandum Circular No. 3, s. 2012 or the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) that urges all government agencies to inculcate meritocracy and excellence in the public service human resource management.

The PRIME-HRM includes the Comprehensive HMR Assistance, Review, and Monitoring (CHARM), which is a complete assessment of human resource management systems and programs in which one is the establishment and implementation of succession planning.

IV. Succession Process and Procedures

The succession process outlined in this section are designed to ensure a strategic and effective approach to identifying, developing, and transitioning future leaders within the Agency. This comprehensive plan encompasses key stages essential for sustaining organizational continuity and fostering leadership excellence.

- 1. Identification of Key Positions and Potential Successors:** The first step involves a thorough review and update of critical leadership roles in alignment with organizational needs and priorities. By identifying key positions, the agency can focus on grooming successors for roles crucial to its success and sustainability.

The key positions in the agency are those assessed deemed essential by the Head of the Municipal Human Resource Management Office approved by the Head of the Agency in which shall be:

- Positions that are prioritized by the Agency
- Positions that demand high skills and competencies that are hard to be replaced
- Positions that when left vacated would have significant effect to the overall operation and services in the agency

- 2. Identification of Potential Successors.** The identification of potential successors in the agency shall be those:

- Next-in-rank employees based on the agency's organizational structure and system of position ranking;
- Employees endorsed by the Head of the Department; and
- Duly recommended by the Head of the Agency

- 3. Employee Assessment:** A systematic employee assessment process is implemented to evaluate current employees against necessary qualifications and competencies specific to key positions. This assessment aids in identifying employees with the potential to step into leadership roles and contribute significantly to the organization's growth and success. All identified potential successors shall undergo an evaluation to determine the following:

- Meet all the required qualification standards for the key position as prescribed by the Local Government Code/ Civil Service Commission.
- Meet all the required job competencies required and developed by the Municipal Human Resource Management Office.

This assessment shall be used by the Municipal Resource Management Office for proper identification of possible interventions to address any qualification and competency gaps among the employees.

- 4. Succession Development Programs:** Tailored training, mentoring, and career development initiatives are designed and implemented for identified successors. These programs are structured to enhance the skills, knowledge, and capabilities of potential leaders, preparing them for future responsibilities.

- 5. Monitoring and Evaluation:** Regular monitoring and evaluation mechanisms are established to assess the effectiveness of the succession plan. Continuous evaluation enables Agency to make informed adjustments and enhancements, ensuring the plan remains responsive to evolving organizational needs and challenges.

By following these well-defined processes and procedures, the Municipal Government of Concepcion is poised to cultivate a strong pipeline of competent leaders, foster organizational resilience, and drive sustained success in the dynamic landscape of public service.

V. Roles and Responsibilities

The Succession Plan of the Municipal Government of Concepcion relies on clear roles and responsibilities to ensure its successful implementation. Each stakeholder, from candidates to Department Heads, plays a crucial part in nurturing talent, facilitating growth, and preparing future leaders for key positions within the organization.

This section delineates the specific roles and responsibilities of each party involved, highlighting the collaborative effort required to achieve seamless leadership transitions and sustained organizational success.

1. Candidates:
 - a. Actively participate in development programs.
 - b. Demonstrate readiness for leadership roles.
 - c. Engage in continuous learning.
2. Head of Departments
 - a. Identify potential successors within their office.
 - b. Provide mentorship and guidance.
 - c. Support transition planning.
3. Human Resource Management Office
 - a. Design and implement training and development programs.
 - b. Provide mentorship opportunities.
 - c. Monitor the progress of successors

VI. Review and Amendment: The succession plan will undergo regular reviews to assess its effectiveness and relevance. Amendments will be made based on feedback, changing organizational needs, and best practices in succession planning.

VII. Financial Requirements: The financial resources needed for implementing the succession plan will be included in the Annual Budget of the agency, ensuring adequate funding for training, development programs, and transition activities.

VIII. Annex

Proposed Succession Plan Worksheet Template

Critical Key Position	Job Profile	Job Competency Requirement	Name of PS	Current Competencies of PS	Profile of PS	Competency Gap	HR Interventions
Supervisory	Duties and Responsibilities and Qualification Standards	Knowledge Skills Attitude		Knowledge Skills Attitude	Ideal Qualifications		

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