

## **The Development of a Model of Succession Management System in Water and Sewage Industry: A Case Study of Water and Sewage Company in Kashan**

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### **Introduction**

Recently, due to an increase in national, regional, and global changes as well as a reduction in job dependence, organizational commitment, and job satisfaction, a complex, unstable, and uncertain environment has been created. In such conditions, organizations and senior managers should undertake some actions such as the identification of talents, the creation of a talent repertoire in their organizations to identify key positions and to prepare a succession plan for all key positions both horizontally and vertically (Kim et al, 2019). Succession planning, as a subsystem of human resource management, has an impact on organizational learning, stability, and development while promoting financial performance of the organization, turnover rate, and employees' job satisfaction (Ojeyemi, 2021; Ugoani, 2020). According to Barton (2019), succession is a process during which the talented forces of an organization are prepared in line with the organization's strategies and plans to take on sensitive jobs and key positions. Succession is a process by which organizations develop and promote capable and talented forces through proper planning (Raby & Valeau, 2021). Despite the importance of competencies and succession, few studies in the field of human resource management, especially in the water and sewage industry, have examined human resource management measures comprehensively with an emphasis on succession. All companies deal with the issue of succession. Kashan's Water and Sewerage Company, as a service company, is not an exception. Succession management and planning are highly important for this company since about 25% of its managers will be about to retire by the end of 2023, which justifies the need to carry out a succession plan. The present study aims to develop a model of succession management system for the water and sewage company in Kashan.

## **Materials & Method**

This study was a qualitative-quantitative one in terms of methodology. It was conducted in several phases, the first and two of which were qualitative while others were quantitative. In the first phase, the researchers identified 80 competences based on academic sources as well as the information provided by the Kashan's Water and Sewage Company. In the second phase, the identified indicators were evaluated by the managers and elites of the company; the results of Delphi research method yielded 33 competency indicators grouped in individual, managerial, and job categories. In the third phase, the identified competences were surveyed for prioritization with respect to managerial positions by using the TOPSIS multi-criteria technique.

## **Results**

The results showed that the least weight was on emotional intelligence (as an individual competence), customer orientation, and project management (as managerial competences). The highest weight was on time management, thinking skills, communication skills, and responsibility taking manner (as individual competences) along with planning skill, organizational belonging, work commitment, problem-solving skill, and team work (as managerial competences). Also, the general status of Kashan's Water and Sewerage Company in terms of individual and managerial competencies showed that this company had the highest scores in the competencies of belonging and organizational loyalty, moral intelligence, and work commitment, and it had the lowest scores in the competency of succession and people management, performance management, and project management.

## **Conclusion**

In terms of company's obtain results (such as lowest scores in succession and people management, performance management, and project management), it has suggested the promotion of these competencies as priorities of individual and organizational management skills development programs. Therefore, several practical suggestions have been offered for developing and a providing a deeper analysis of the current status of the company. First, different methods for training and the development of the candidates can be implemented: using training outside the organization as well as internal development programs (i.e., training and internal development in ways such as practical learning with a manager, coaching, job rotation, and assigning challenging roles to people). Additionally, the company managers can hold educational, training, and in-service workshops in order to make employees aware of their career paths, the possibility of promotion, and the job responsibilities of the current and possible future. Therefore, it is necessary to pay attention to the succession program as a tool to identify employees' justifiable educational and training needs. Given that one of the competencies that can be improved is the competency of performance management, it is essential to identify the performance indicators and measure the productivity of human resources for developing and improving the human resources of the organization based on succession plans.

**Keywords:** succession system, competence, managers, Water and Sewage Company.