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ABSTRACT

Career succession planning is a highly spoken and constantly discussed mechanism to be adopted, where it is short of a fool proof system. Due to stalemate position of career succession in the Army it is heightened with the fact that many competent officers opt to leave or remain frustrated. This process has a direct link to the Annual Confidential Report used for appraising every officer in the organization which is a key staff function of management of officer corps in the Army.

The research is conducted based on qualitative approach and construed through the Grounded Theory. In the operationalization 'codes, 'concepts' 'categories' and 'theories' with minor mix of quantitative techniques have been used.

The Officer Corps of the Sri Lanka Army is 8000 in which the research target group is 2670 Officers. The demography constitutes only the middle grade officers serving which count three tiers namely Majors, Lieutenant Colonels and Colonels. The Army organisation is hierarchical and every officer cannot reach the apex as the obvious spill over towards the apex as career progression. Hence weeding out is necessary keeping the best and rest terminate where career succession is an organisation led function resulting best fitting clever in the structure at the replacement.

In the study it was identified how the ACR is designed and it is found that 'middle grade officers' ACR is with a different format. The study carried out based on primary and secondary data analysis discovered void in embodiment of desired competencies namely knowledge, skills, attitudes, talents and others like values, traits, motives and self-concepts. The major finding of the research concentrate on competency based ACR tracing lapses and recommending suitable improvements based on competencies. Pertinent to career succession planning against existing, most appropriate have been examined with a parallel study of the ACR based CSP in the selected four Armies namely India, China, Malaysia and Pakistan.

Finally addressing the objectives, conclusions have been made verifying how best suit a modified ACR with essential competencies embedded apart to existing to breach the gap of career succession planning in the Army.