

Submission:

As a public servant and a student of public policy, I have a unique opportunity to observe practices with theories. Below are three points I would like to raise;

- Retention within the public service remains poor. There remains to be high turnover of staff and management. This produces a crippling effect to skill retention and work culture.
- Absenteeism within the public service remains higher than the private. I strongly believe this is due to two main reasons; the belief in a lack of punishment and the belief in a lack of reward.
- Performance measurement remains poor. In practice, a person is noticed not due to his/her high performance and productivity but due to the number of years he/she worked within the organisation OR how he/she requested (with the argument of equity) to do higher duties. Inwardly, bureaucracy remains high. We must apply the same high transparent and accountable strategies as we have utilised outwardly with our stakeholders and customers.
- The current trend in the application of Human Resource Management and the changes to employment relations within the public service has produced results. However, the increased emphasis on individualism and production measurement means team work and performance is neglected. Workers view their work as a temporary stepping stone until their next promotion.
- I strongly advice the following; strategies should be focused on the improvement with 'inward' transparency and accountability, higher engagement and consultation processes, amend retention processes rather than relying on employing new staff, promote not only production and results

but also cultural values and team work. Recent neo-liberalism promoted temporary, decentralised work environment, it is advisable to reverse this and build a stronger foundation and promote a higher work ethical culture.