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HOW TO CITE THIS PAPER?

Abstract

Title : “Building State Capacity Towards strategic human capital management in the Public Service:

ABSTRACT

Empirical analyses suggest a close link between recruitment and selection, talent retention, skills development, performance management and organisational memory. How an organisation attracts, recruits, inducts, develops, appraise, rewards, utilises and maintains its human resources will influence its knowledge assets, skills, competency levels and performance in future. A key objective of this inquiry was to determine whether Sedibeng District Municipality had taken advantage of the new skills development policies and supporting legislation to build the skills capacity required to enhance organisational performance and outcomes to meet the diverse economic and social needs of its communities. The situation in Sedibeng was partly attributable to the lack of adequate skills capacity with which to drive service delivery in the area. This paper builds on primary and secondary data from the main study on state capacity in the provision of services in Sedibeng case study. Informed by the qualitative approach and case study design, the study covered three local municipalities of Sedibeng, namely: Emfuleni, Midvaal and Lesedi. Through a combination of qualitative research methods encompassing interviews, focus gups, participant observation and document reviews, the study found that continued loss of skills and experience at senior and political management level weakened institutional memory, making it difficult for new leaders, managers and councilors to improve service delivery. This article argues that inappropriate talent retention strategies contribute to the loss of institutional memory in state institutions. This paper concludes that in order for public institutions to attract, develop and retain leadership talent and skills, they need to adopt development-oriented and responsive talent management strategies that foster transformation, performance improvement, institutional renewal, and harmonious employee relations.



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