

Executive Summary

Understanding roles and responsibilities of the Civil Service Commission, Office of the Civil Service Commission, and Public Agencies in managing human resource for the next decade is a crucial aspect for the Civil Servant System of the Future. The study's main objective is to forecast roles and responsibilities of the aforementioned three key stakeholders in corresponding with ever changing economic, social, political and technological aspects that are likely to be affected it in the next ten years.

Research methodology used in this study is EDFR (Ethnographic Delphi Future Research) Technique which is built around three scenarios; the Most - Probable scenario, the Optimistic - Realistic scenario and the Pessimistic - Realistic scenario. Qualitative data was collected using three ways included: series of focus groups with experts, semi - structured interviews with professionals and experts across fields. Additionally, 614 paper - pencil questionnaires were sent out to a group of government officials, NGO officials, executive of independent agency and HR executives from the private sector as well as academicians and both alumni and current scholars under responsibility of the Office of the Civil Service Commission. In order to complete the questionnaires, interviewees were asked to concentrate on each specific scenario to produce the best prediction possible.

The findings indicate that roles and responsibilities of the three key stakeholders in the next decade for the Most - Probable scenario are as follow:

Roles and responsibility of the Civil Service Commission

In the next 10 years, the Civil Service Commissioner should represent the forthcoming role of human resource advisor, policymaker, networking creator and integrity conservator. To play a role of human resource advisor, the Civil Service Commissioner should provide advisory services for; Government agencies who are under responsibility of the Office of the Civil Service Commission, all Ministries and Public agencies and other commissions such as the Police Commission, the Teacher Civil Service and Educational Personnel Commission, the Bangkok Metropolitan Administration Civil Service Commission

Concerning aspects of human resource management, the Civil Service Commission will be responsible for improving salary and compensation systems, setting up the appropriate salary scheme suitable with proper qualifications criteria, issuing new rules and regulations related to human resources management as well as conducting, monitoring, and evaluating performance audits.

Characteristics of the Civil Service Commission should include the following for all three scenarios:

- Organizing the Civil Service Commission: The Civil Service Commission must be comprised of a set of individuals who can collaborate with other commissions under the Civil Servant Commission system. The civil servant commission should have supporting teams and offices to carry out necessary operations.
- The Chairperson should be politically neutral, highly knowledgeable in bureaucratic system and human resource management.
- The Chairperson should be a distinguished and reputable individual who has been elected by the Commission of Civil Service. In addition, the qualifications of the Chairperson are competent in human resource management, highly ethical, strong integrity, and unprejudiced.
- Both full - time committee members (fixed number) and occasional committee members should be available based on job requirements and job descriptions.
- Each appointed committee group of experts will be in their position for a three years term and cannot be exceeded more than two terms. For the purpose of continuous effort, the termination of previous committee groups must overlap with the new committee's appointment.
- The full - time civil service commission members should receive a salary while; committees comprised of experts should receive a meeting allowance.

In the next ten years, a central human resource agency will still be necessary; however, a major reform should take place gradually through phased steps. In terms of the desired characteristics of the Central Human Resource Agency, this organization should be truly free from political influence and highly responsive to good governance. The key responsibilities include: promoting fairness in bureaucratic system, creating fairness in bureaucratic system, establish unity of work, promoting empowerment and decentralization as well as building trust among stakeholders. Additionally, the committee should act as a role model for civil servants by functioning above political power swings or reacting to current administrative ideologies.

The civil service work system's future is an unchanging one regardless of scenario outcomes prompting the follow improvements:

- 1) Compensation system should be tied to performance and competency.
- 2) Performance evaluation should be transparent, fair, and under a single standardized conventional model for consistent results.
- 3) Human resource planning should utilize tools for surveying, analyzing and providing proper manpower to each workload situation.
- 4) The development of a moral and ethical code within Civil Service Commissioners.
- 5) Civil servant recruitment should attempt to function as a transparent process to ensure fairness.

- 6) Selection procedures are open to examination, transparent and equitable.
- 7) For scholarship contributions, rules and regulations will inform all individuals from all sectors such as public and private sectors.
- 8) Overseas scholarship recipients should be monitored closely. The Civil Service Commission needs to play proactive role to prevent problems from occurring during their study.

Roles and responsibility of the Office of the Civil Service Commission

In terms of roles and responsibilities of the Office of the Civil Service Commission, key responsibilities include providing academic scholarships, escorting scholars on overseas study tours, developing competency certification systems, creating professional certification systems and setting up verifiable position standards.

The following aspects describe detailed responsibility targets in the next 10 years:

- 1) Provide consultation on public human resource management to all public agencies.
- 2) Process recruitment and selection by utilizing available human resource information via well-designed human resource database which, is collaboratively developed by both private organization and credible public sector organizations.
- 3) Collaboratively with academic institutions conduct research on human resource management in order to create a network of human resource management research for public dissemination.
- 4) Provide orientation training for new civil servants, however, the public sector departments should be responsible for technical competency of their employees.

Roles and responsibilities of public agencies in managing human resource

Roles and responsibilities of public agencies in managing human resource include improving civil servants' welfare system, determining performance management criteria, operating human resource planning, developing civil servants, recruitment and selection, and taking disciplinary actions against civil servants when required.

Regardless of the scenarios, the key role of human resources in public agency should be as policymaker and to be proactively responsible for human resources management practices, as well as applying information technology throughout the human resource management system. In addition, human resource officers should increasingly outsource external consultancies to advisory services on human resources management for public agencies as well as The Office of the Civil Service Commission. The executives in the public sector should realize that human resource are indispensable and can excel an organization's capability. The administration officer should work alongside the executives of public sector agencies in strategic planning and human resources management as a Strategic Partner. To play the aforementioned role, the human

resource officer needs to deal with the core human resources management within their organization such as its people, compensation, and strategic planning system reform, transformation to professional HRM. Additionally, the personal department should be renamed the Human Resources Management which is divided into 2 workgroups, Human Resources Management and Human Resources Development.

From this study, there are 11 suggestions for the further study:

- 1) The Civil Service Commissioner must conduct extensive and thorough research on multiple organizational dimensions that effect human resource management in the public sector in order to prepare for strategic planning and policies issues regarding the dynamic changes within the global environment.
- 2) The Civil Service Commissioner should identify a broad framework for human resource management due to the differences in Thai bureaucratic systems in terms of management practices, operational methods, public performance and adapting organization to comply with changes. As such, it is highly possible that most public sectors are not equaled in capability and readiness of human resource management. As such, The Civil Service Commission should review the policies framework at least every 3 - 5 years.
- 3) The civil servant system is comprised of not only civil servants but also other public employees; therefore, future research should review aspects of setting up a civil servant commission to monitor all civil servants' systems. Additionally it should set up an office to support the operation which coordinates with other departments in the public sector to ensure a standardize HRM within same systems.
- 4) The Civil Service Commission needs to promote an image of civil servants by creating an *"Employee Brand"* which will help promote its employees as Employer of Choice of Talents.
- 5) Human Resource Consultant Hub (HR Hub) should be developed rapidly as a knowledge bank and departmental information system in order to perform as a focal agency for giving advices via the role of facilitator for the public agencies. In addition, it should be a catalyst for networking in public HRM areas and deal with the other central authorities of human management.
- 6) Setting up the HR assessment center for recruitment and selection that provides services for the all civil servants in both public and private sectors in order to create a selection standards system for people screening the bureaucratic system and conform to characteristics of desirable civil servants by utilizing the full capacity of information technology for designing recruitment and selection tools. In addition, it should cover the creation of an Educational Qualification Certificate system, Competency Certified system, and designing standardization in determining the position of One - Stop Service for the recruitment and selection system.

- 7) The role of Civil Service Commissions who are responsible for scholars should change from regulator to mentor. By shifting its role, overseas scholars will be monitored closely.
- 8) Executives of public agencies at all levels must participate in planning and operating HRM as strategic partners by having a clear direction which is based on policies and frameworks coming from the Civil Service Commission for its implementation. Human Resource Division should be separated into 2 areas: Human Resources Management and Human Resources Development. For those agencies, which are not quite ready for managing human resources, they may outsource to external consults that will provide HRD services by having periodical consultations with the Office of the Civil Service Commission.
- 9) Public agencies should attempt become more proactive human resource management administrations by promoting self - management approach, however, assessment of public agencies readiness for human resource management needs to put in place.
- 10) Appropriately prepare human resource officers in public agencies to work appropriately with organizations time and capacity constraints, management, and units. Doing such ensures agencies that are not ready for these rapid changes will not exceed their own organization's capacity.
- 11) Public agencies that are capable of managing human resources outstandingly should assist those agencies that are not ready in order to build networks and cooperatively develop capacity among public agencies.