

## Abstract

The research of 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 in the next ten years.

Research methodology used in this study is EDFR (Ethnographic Delphi Futures 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 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 results of the study indicate that The Civil Service Commission, The Office of Civil Service Commission, and Public agencies in managing human resource have different roles and responsibilities depending on scenarios. In the next 10 years, Civil Service Commissioner should represent the forthcoming role of human resource advisor, policymaker, networking creator and integrity conservator.

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.

