

## Abstract

The research of “Characteristics of civil servants for the next decade” is part of the master research project titled, “The Civil Servant System of the Future”, led by Office of Civil Service Commission. The study aims to explore and identify the desired characteristics of Thai civil servants that are suitable for the Thai society in the next decade. The methodology of ethnographic future research is employed in order to depict the future scenarios of Thai economy, technology, social, politics and environment. By this method, the future scenarios are constructed and defined in 3 ways: the most probable scenario, the optimistic scenario, and the pessimistic scenario. Regarding data collection, a series of focus groups of experts from several sectors, a group of high performance and high potential civil servants, a group of new bloods in civil service, and groups of academicians and both alumni and current scholars under responsibility of the office of civil service commission were held. Additionally, questionnaires were distributed to 700 civil servants including executives, high performance and potential groups, and government scholars.

The study finds that the Thai society will be faced with a lot of unprecedented change and transformations in the next decade. The findings demonstrate that there should be 3 core characteristics of the Thai civil servants in the next decade, that is, 1) Professionalism 2) Public ethos 3) Ethical value. Based on 3 core characteristics, it can be classified in 2 levels. The first level is a group of characteristics that every Thai civil servant in the next decade must have. The other level is a different group of characteristics that depends relatively on the 3 future scenarios.

The study suggests that, in order to achieve the desired characteristics, the Thai public sector needs to rethink and redesign overall process of human resource management systemically and creatively.

