

## Abstract

The research of “The Human Resource Management System in Supporting 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. It aims to explore a conceptual framework of the HRM system in response to multiple scenarios in the next decade, through which the Ethnographic Future Research (EFR) methods are employed. Apart from an exhaustive literature review, data triangulations, namely in-depth interviews with academics and prominent figures, focus groups with industry experts and professionals and survey with civil servants across management levels, are achieved to obtain the breadth and depth of the HRM system data. We analyze thick descriptions of the qualitative data through a technique of the content analysis so as to subsume thematic conceptual dimensions, while inferential statistics is performed to analyze the quantitative data. The findings reveal that there are ten important factors of the HRM system in supporting characteristics of civil servants for the next decade, namely civil servant system structure, work system, position categorization, compensation management, employment, human resource development, performance management, civil officer relations and HR process. These factors reflect the culmination of the systematic, refined approach to managing and developing the desirable characteristics of the future competent civil servants, regardless of defined scenarios at the outset of the study. Based on a synthesis of the extant literature on HRM and of the findings, we argue that scenario studies addressed have no impact on a need for changes in the HRM system over any time span, rather focusing on building a rigorously sound foundation of the HRM system, which are performance management system and organizational culture, for a sustainable development of the future competent civil servants.

