

## Executive Summary

Understanding the Characteristics of civil servants for the next decade 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 graduates and post graduates studying in top universities were held. Additionally, questionnaires were distributed to 700 civil servants including executives, high performance and potential groups, and both alumni and current 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 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.

- 1) The first level is a group of characteristics that every civil servant in the next decade must have.
  - In terms of professionalism, Thai civil servants must be competent in managing people, team, information and communication technology, and organization development. They should have knowledge about strategy and plans of national development, foreign language. Additionally, they should be skillful in analyzing, synthesizing, and systems thinking.
  - In terms of public ethos, Thai civil servants must hold on the value of public service. They must demonstrate their spirits and behaviors to protect the national interests.
  - In terms of ethics, Thai civil servants must be honest, accountable, and high integrity.
- 2) The other level is a different group of characteristics that depends relatively on the 3 future scenarios.
  - 2.1) Characteristics of Thai civil servants for the most probable scenario
    - In terms of professionalism, Thai civil servants must be competent in managing quality, diversity, and risk. They should be professional expertise, and be ready to adaptive learning.

- In terms of public ethos, Thai civil servants must have service mind. They should place emphasis to service for disabilities and disadvantage people. To conserve the Thainess is an important characteristic of Thai civil servants.
- In terms of ethics, Thai civil servants must be impartial in law enforcement. In addition, the decent behavior and cultural surveillance are preferable characteristics of Thai civil servants.

#### 2.2) Characteristics of civil servants for the positive scenario

- In terms of professionalism, Thai civil servants must be competent in comprehending the national public policy. They should be creative, high expertise, and prompt to work in ad-hoc teams. Additionally, they should be skillful in project management, and collaborative social networking.
- In terms of public ethos, Thai civil servants must have service mind. They should have facilitative skills, and can work well with wide-ranging stakeholders.
- In terms of ethics, Thai civil servants must be impartial in law enforcement. As a good regulator, they should be fair, non-discrimination, and accountable.

#### 2.3) Characteristics of civil servants for the negative scenario.

- In terms of professionalism, Thai civil servants must be competent in risk management. They should have learning capability that helps to managing and adapting to change rapidly.
- In terms of public ethos, Thai civil servants must have service mind. They should have supportive skill and attitude that helps people to work conveniently.
- In terms of ethics, Thai civil servants must act as role models of ethical people. They should also adhere to the philosophy of sufficiency economy.

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