

## Executive Summary

Understanding the Human Resource Management System in Supporting Characteristics of Civil Servants for the Next Decade aims to conceptualize a framework addressing a best - fit pattern of HR practices in developing civil servants of the future with a set of the desirable characteristics and competencies.

Referring to the theoretical concept of the Ethnographic Futures Research (EFR) employed in this work, we attempt to explore the best HR practices potentially to be developed in three scenarios, which are the most possible scenario, the positive scenario and the negative scenario. The data collection is conducted through a series of methods, namely in - depth interviews and focus groups with industry experts and academics and questionnaires sent to 1,189 government officials. Both qualitative and quantitative data analysis techniques are adopted to draw out discussions and conclusions.

The study reveals that the HR system, comprising ten critical factors, is to be developed so as to support the desirable characteristics of civil servants in the future.

### 1. The structure of Civil Servant System

It is suggested that the “decentralized” management system and the “flat” structure be adopted to ensure the effectiveness of work administration. More emphasis on the sound practices of human resources management through a strong support from the Office of Civil Service Commission (OCSC) and other related governmental organizations will help respond to an increasing demand of talents and better align HR strategies with the mission of OCSC. The structure of the governmental organizations will be geared towards a downsizing, if not a radical transformation, and a consolidation of the organizations in a way to maximize the efficiency of resource utilization. With the “right” organizational structure, the role of the future civil servants and their work duties tend to be more clearly identified, thereby resulting in a positive impact on their work efficiency.

### 2. Work System

Due to a downsizing, a shift in the structure of the work system is twofold. First, the integrative teamwork structure will be widely used to synergize collective team efforts in achieving a goal. Second, the network structure serves as a sub-system of the teamwork structure which allows the Thai civil servants to focus more on their mission to be accomplished, strategy to be executed and networks to be coordinated. The concept of organization Identity for the future of Thai civil servant management tends to become more of a business-like; for quality management, decentralization, marketing mechanism, capital management, and etc.

### **3. Job Classification**

The job classification of the future civil servant system is based on a combination of a multi - classification scheme and a broadbanding tool, all of which enable the civil servants to develop their abilities and skills required to perform a task. With this, a higher superior is able to evaluate his/her subordinate on a basis of measurable performance, thereby partially eliminating an evaluator's subjectivity. In a way this forces the civil servants to become more knowledgeable, skillful and performance - oriented.

### **4. Compensation Management**

It reveals that the compensation management is critical to attracting people with high potential to join the civil service system. The civil service commission should implement a "performance - based pay" and by which an external equity is to be achieved to ensure its competitiveness in the labor market. Concurrently, the "competency - based" system should be implemented to evaluate a certain desirable attitude and behavior which tie with individual compensation.

### **5. Career Path**

It is found that the career path of Thai civil servants tends to grow both vertically and horizontally. It will focus on each civil servant's career expertise. There will be a drastic change in a standard of the career promotion – to be more objective and transparent. The competency - based HR practice will be linked with a career path of each individual, focusing on transferable competency across the organization. Also, more emphasis will be placed on "talent management and fast track" schemes, considering exclusive career paths for High Performance and Potential System (HiPPS).

### **6. Employment**

The context of individual productivity and competency will be included in the civil servants' employability so as to measure their performance. The assessment practice needs to be revised in order to distinguish a high performer from a low performer. The employment system is required to be much more efficient to recruit highly qualified civil servants.

## **7. Human Resources Development**

The civil service organization should have plans for job rotation which aims to develop desirable competencies of the civil servants. The job rotation takes place within and across divisions or ministries, allowing them to broaden their competencies necessary to assume a higher responsibility in the future. The rotation system will attribute high performers to find out jobs which fit their skills and morality. The job rotation attributes is the process which distributes knowledge and prepares the leader for the civil service system in the nearest future.

## **8. Performance Management**

It reveals that performance management, a foundation of HR practices, is essential to evaluating the civil servants' performance. The performance standard and goal will be tied with a competency framework. They must compare the outcomes among the staff within or across divisions. This factor includes the requirement on the goal, Key Performance Indicators (KPIs) and the assessment system which should be done regularly in order to turn strategy into action.

## **9. Employee Relation**

It reveals that the civil servants give priority to the work process developments and non – work - related activities designed to improve their quality of work life; therefore, the infrastructure of the civil service system should be in place to support this mission. Due to the fact that nowadays there are (too) many KPIs being introduced into the organization, some of which do not actually fit the organization's mission. Paperwork is stacked up where the quality of work life becomes deteriorated. In sum, the civil service organization needs to pay a closer attention to an employee relation practice, especially in the context of the quality of work life, rather merely focusing on the competency development. In the future, there will be the organization which is founded for taking in charge in the quality of work life of the civil servants.

## **10. Human Resources Management Process**

The process of human resources management is to be aligned with organizational missions, core values, internal staff management, working environment and culture. It is imperative for the civil service commission to undergo a series of rebranding activities, from the inside - out perspective, to remake the reputation of the civil service occupation.

In order to confirm or disconfirm the research results, researchers have conducted a further study by sending out questionnaires to 1,189 government officials at different management levels. The questionnaire is designed to include the aforementioned findings into three scenarios; positive scenario, negative scenario, and most possible scenario. After performing a quantitative data analysis, it is found that, regardless of scenario differences, all of the above human resource management practices are imperative to be strategically developed and systematically supported by the Civil Service Commission. Researchers have analyzed and proposed a model for a human resources management system in supporting characteristics of civil servants for the next decade. It is also found that the majority of studied civil servants aim to view further developments on compensation management, civil servant structure, human resource management, employment, human resource development, career path, working system, job classification, employee relation and management, respectively.

In order to establish a solid foundation of a human resource management system, the Civil Service Commission needs to promote Performance Management System (PMS), along with leveraging the value of strategic human resource management – connecting human resource strategy with organizational strategy. Practically, it provides a clear measurement of individual performance, deriving from an objective assessment process. Such a process helps clarify other functions of human resources management, like recruitment and selection, compensation and benefits, promotion and career development. Additionally, the findings and literature review have indicated that it is essential to embed PMS in organizational culture for sustainability. Top management has to be fully committed and behind a steering wheel to drive the PMS - embedded culture forward. This will be a starting point of remaking the civil service commission so as to elevate the whole HR system to a new height, thereby better attracting, developing and retaining the future Thai civil servants with desirable characteristics.