1. Objectives of the Study
2. Significance of the Study
3. Scope of the Study
4. Background and Origin
5. Concept of Careers
6. Findings
7. Concluding Remarks
1. Objectives of the Study
Objectives

1. Investigate the change of careers in the Thai public sector from 1875-2010
Objectives

2. Study the effects of public reform toward the change of careers in the Thai public sector
Objectives

3. Make recommendations to increase capacity of public personnel system
2. Significance of the Study
Significance of the Study

1. Public sector as the biggest employer
2. Career design and service delivery by civil servant
3. Scope of the Study
Period of Time

1. Initiation of Salary Payment (1875-1891)
2. Public Reform (1892-1931)
5. GMO (1997-2010)
Focus of the Study

Recruitment & Selection
Development
Retention
4. Background and Origin
Public Reform in Thai History

King Trailokanat (1431-1488)

King Rama V (1853-1910)
Public Reform in Thai History

2002 Public Reform?

Thaksin Shinawatra
5. Concept of Careers
Concept of Careers in the Thai Public Sector

Two Periods of the Reform

1. Ayutthaya Period
2. Ratthanakosin Period
Ayutthaya Period

Two Main Groups

1. Military
   Southern Provinces

2. Civil
   Northern Provinces

Centralization of Control
of Manpower
Ratthanakosin Period

Public Reform

1892

King Rama V
(1853-1910)
Two Main Reasons of the Reform

1. External Environment
2. Internal Environment
Ratthanakosin Period

Change

Kin-Muang

Fail to send taxes

Established a uniform provincial administration
Comparison between motive of the Reform

King Trailokanat

Internal requirement
(War-free period)

King Chulalongkorn

External Factor
(Colonialism)

Internal Factor
(Obsolete)
Concept of Careers in the Thai Public Sector

Two Periods of Careers

1. Ayutthaya & Early Period of Ratthanakosin
2. Ratthanakosin Period
Ayutthaya & Early Period of Ratthanakosin

Manpower in Public Sector

Duty

• King’s Servant
• Prai som (18 years)
• Prai luang (20 years)
Qualification of Civil Servant

1. Good family background
2. 31 years
3. Having military or civil knowledge or expertise
4. Intelligent and literate

The Three-Seal Law
Selection Criteria

1. Kinship connection
2. Personal relationships
Ayutthaya & Early Period of Ratthanakosin

Development

1. School
2. Training school
   • Preliminary course
   • Apprenticeship
   • Technical issues
3. Study abroad
Ayutthaya & Early Period of Ratthanakosin

Motivation & Remuneration

1. Duty (They had to pay fees 18 bahts/year.)
2. Kin muang
3. Honor, authority, higher rank, higher status,
4. Stability and career choice
1. Bureaucracy resumed its growth.
2. First civil service regulation act
3. Civil Service Commission was set up.
4. Under the same regulations
5. Civil service as a career
6. Monthly salary
The Third Public Reform

The reform brought a lot of impacts on public officials career.
6. Findings
Period of Time

1. Initiation of Salary Payment (1875-1891)
2. Public Reform (1892-1931)
5. GMO (1997-2010)
## Period 1: Initiation of Salary Payment (1875-1891)

<table>
<thead>
<tr>
<th>Recruitment &amp; Selection</th>
<th>Development</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>• For high official ranks → kinship</td>
<td>• Arts</td>
<td>• No salary</td>
</tr>
<tr>
<td>• Low official ranks → able-bodied man, retire 70 years</td>
<td>• Military knowledge</td>
<td>• Kin-muang system (Town-Ruling)</td>
</tr>
<tr>
<td></td>
<td>• War books</td>
<td>• Sakdina (Dignity) Initiation of monthly salary</td>
</tr>
</tbody>
</table>
Prince Mahamala was the first civil servant who received monthly salary.
### Period 2: Public Reform (1892-1931)

<table>
<thead>
<tr>
<th>Recruitment &amp; Selection</th>
<th>Development</th>
<th>Retention</th>
</tr>
</thead>
</table>
| • More open             | • Rank classification & career ladder  
  o Chatawa  
  o Tri  
  o To  
  o Ek  
  o Special level | • Salary rates of each ministry were not the same.  
• High status |
Period 3: Bureaucratic Polity (1932-1986)

<table>
<thead>
<tr>
<th>Recruitment &amp; Selection</th>
<th>Development</th>
<th>Retention</th>
</tr>
</thead>
</table>
| • Population change     | • Position classification  
  ○ 11 levels  
  ○ start from the very beginning  
  ○ grew in career | • Surcharges adjustable according to the cost of living was added up to salary. |
| • The public sector was expanded. | • The civil service training was established in 1979. | |
| • Different sources of civil servant through admission examinations. | | |

<table>
<thead>
<tr>
<th>Recruitment &amp; Selection</th>
<th>Development</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Highly skilled people turn away from the public sector, especially quality officials in scares branches.</td>
<td>• Position classification was still used</td>
<td>• Salary was much lower than those in the private sector.</td>
</tr>
<tr>
<td>• Recruitment and selection was centralized</td>
<td>• Pyramid</td>
<td></td>
</tr>
</tbody>
</table>

- Recruitment & Selection
- Development
- Retention
Period 5: GMO (1997-2010)

Number of Manpower in Public Sector

- 66.79 million people
- 2.04 million civil service manpower
- 20 ministries
- 127 departments
- Total salary = 30%

(OCSC, 2009)
### Period 5: GMO (1997-2010)

<table>
<thead>
<tr>
<th>Types of manpower</th>
<th>Number of manpower (million persons)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2004</td>
</tr>
<tr>
<td>Government officials</td>
<td>1.21</td>
</tr>
<tr>
<td>Permanent employees</td>
<td>0.27</td>
</tr>
<tr>
<td>Temporary employees</td>
<td>-</td>
</tr>
<tr>
<td>Government employees</td>
<td>0.06</td>
</tr>
<tr>
<td>Local Temporary employees</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1.48</td>
</tr>
</tbody>
</table>

Broadbanding

Collapses numerous job grades with narrow pay bands into a few broad job grades with wide pay bands.

- Mobility
- Greater pay
- Support
- Organizational structure

Period 5: GMO (1997-2010)
### Period 5: GMO (1997-2010)

<table>
<thead>
<tr>
<th>Recruitment &amp; Selection</th>
<th>Development</th>
<th>Retention</th>
</tr>
</thead>
</table>
| • Civil servants were from a variety of sources, e.g., fast track | • Broadbanding  
  o Executive  
  o Directive  
  o Academic  
  o General  
  • Integrated with performance management system  
  • Technology, e.g., remote training | • Public employees receive less benefit than civil servant  
  • Remuneration of middle and high management level employees was less than that in the private sector. |
| • Public employees  
• Contract depended on performance |             |           |
7. Concluding Remarks
## Concluding Remarks

<table>
<thead>
<tr>
<th>Period</th>
<th>Paradox</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Initiation of Salary Payment (1875-1891)</td>
<td>Integrity and honest</td>
</tr>
<tr>
<td></td>
<td>Patronage &amp; closed system</td>
</tr>
<tr>
<td>2. Public Reform (1892-1931)</td>
<td>Internal equity</td>
</tr>
<tr>
<td></td>
<td>More centralized</td>
</tr>
<tr>
<td></td>
<td>More centralized</td>
</tr>
<tr>
<td></td>
<td>Braindrain</td>
</tr>
<tr>
<td>5. GMO (1997-2010)</td>
<td>Multidirectional careers</td>
</tr>
<tr>
<td></td>
<td>Job insecurity and increase of corruption</td>
</tr>
</tbody>
</table>
Corruption?

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td>1,633</td>
<td>2,128</td>
<td>2,372</td>
<td>2,219</td>
<td>2,769</td>
<td>3,231</td>
<td>2,291</td>
<td>2,043</td>
<td>2,980</td>
<td>2,829</td>
<td>3,029</td>
</tr>
</tbody>
</table>


The research shows bribery, which is a criminal offense, was on the top in 1997 and negligence to their duties in 1998 and 1999. In terms of corruptions, by officials, 2000-2007, accusations of authority abuse were very high.
Recommendations

1. Multidirectional careers that balance between the interests of public sector and government employees should be focused.

2. Employability programs should be set up in order to enhance the competences of the government employees.

3. Changing the values of government officials is the critical challenge.
Thank You!