

Career Change in the Thai Public Sector

from the 20th Century to the Beginning of the 21st Century



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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

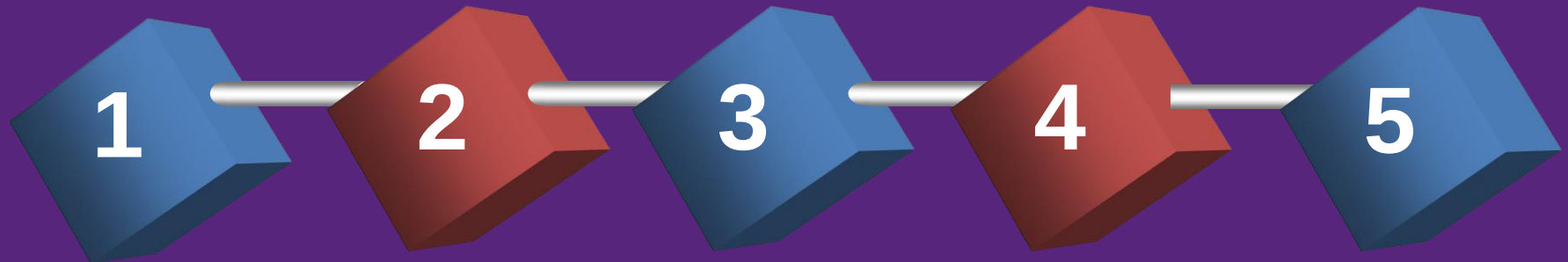
Significance of the Study



1. Public sector as the biggest employer
2. Career design and service delivery by civil servant

3. Scope of the Study

Period of Time



**Initiation
of Salary
Payment
(1875-
1891)**

**Public
Reform
(1892-
1931)**

**Bureau-
cratic
Polity
(1932-
1986)**

**Brain-
drain
Crisis
(1987-
1996)**

**GMO
(1997-
2010)**

Focus of the Study



**Recruitment
& Selection**

Development

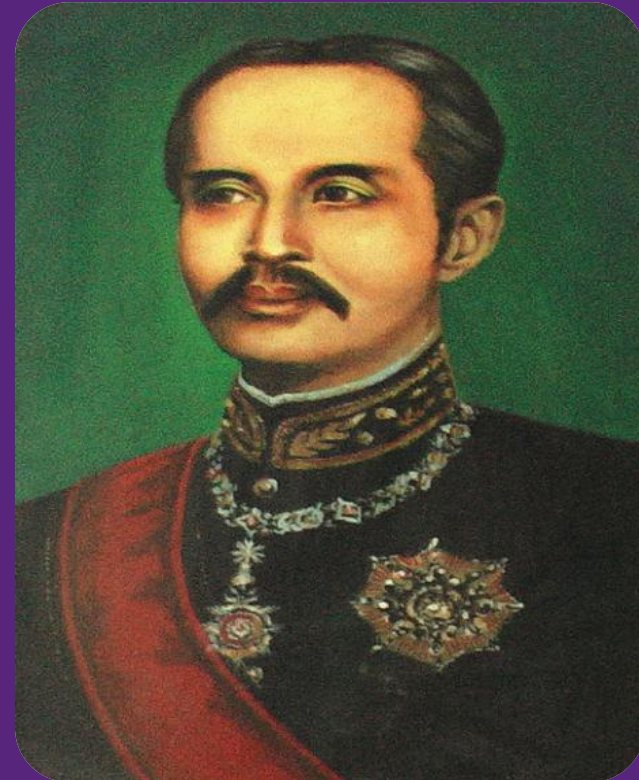
Retention

4. Background and Origin

Public Reform in Thai History



**King Trailokanat
(1431-1488)**



**King Rama V
(1853-1910)**

Public Reform in Thai History



Thaksin Shinawatra

**2002
Public Reform?**

5. Concept of Careers

Concept of Careers in the Thai Public Sector

Two Periods of the Reform



**1. Ayutthaya
Period**

**2. Rattanakosin
Period**

Ayutthaya Period

Two Main Groups

1. Military

Southern Provinces

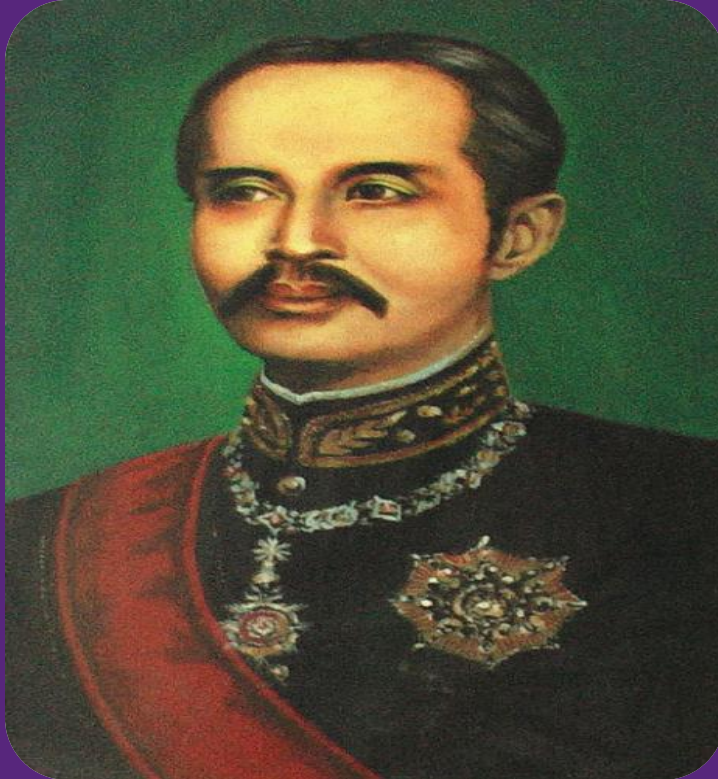
2. Civil

Northern Provinces

Centralization of Control of Manpower



Ratthanakosin Period



**King Rama V
(1853-1910)**

**Public Reform
1892**

Ratthanakosin Period

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)



Ayutthaya & Early Period of Ratthanakosin

Qualification of Civil Servant



The Three-Seal Law

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

Ayutthaya & Early Period of Ratthanakosin

Selection Criteria



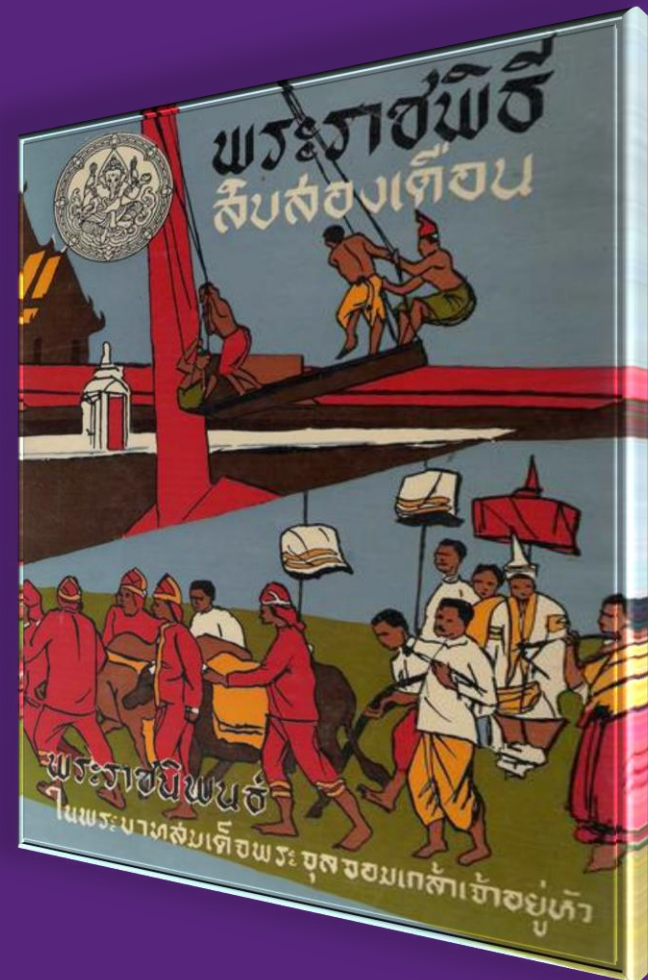
**1. Kinship
connection**

**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



Ratthanakosin (1932-Present)

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

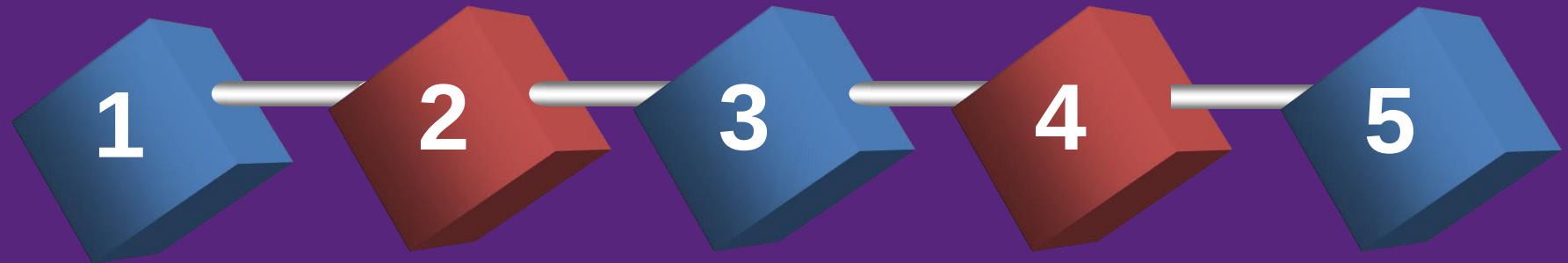


Thaksin Shinawatra

**The reform
brought a lot of
impacts on public
officials career.**

6. Findings

Period of Time



**Initiation
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Payment
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drain
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(1987-
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**GMO
(1997-
2010)**

Period 1: Initiation of Salary Payment (1875-1891)

Recruitment & Selection	Development	Retention
• For high official ranks → kinship • Low official ranks → able-bodied man, retire 70 years	• Arts • Military knowledge • War books	• No salary • Kin-muang system (Town-Ruling) • Sakdina (Dignity) Initiation of monthly salary

Period1: Initiation of Salary Payment (1875-1891)



**Prince Mahamala was
the first civil servant
who received monthly
salary.**

Period 2: Public Reform (1892-1931)

Recruitment & Selection	Development	Retention
• More open • Competitive examination	• Rank classification & career ladder ○ Chatawa ○ Tri ○ To ○ Ek ○ Special level	• Salary rates of each ministry were not the same. • High status

Period 3: Bureaucratic Polity (1932-1986)

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

Period 4: Braindrain Crisis (1987-1996)

Recruitment & Selection	Development	Retention
• Highly skilled people turn away from the public sector, especially quality officials in scarce branches. • Recruitment and selection was centralized	• Position classification was still used • Pyramid	• Salary was much lower than those in the private sector.

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)

Types of manpower	Number of manpower (million persons)					
	2004	2005	2006	2007	2008	2009
Government officials	1.21	1.22	1.26	1.27	1.27	1.28
Permanent employees	0.27	0.26	0.26	0.25	0.24	0.22
Temporary employees	-	0.44	0.20	0.19	0.28	0.27
Government employees		0.06	0.08	0.09	0.10	0.10
Local Temporary employees	-	-	0.11	0.12	0.14	0.15
Total	1.48	1.98	1.92	1.94	2.04	2.04

Source: data from OCSC (2004, 2005, 2006, 2007, 2008, 2009)

Period 5: GMO (1997-2010)

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)

Recruitment & Selection	Development	Retention
• Civil servants were from a variety of sources, e.g., fast track • Public employees • Contract depended on performance	• Broadbanding ○ Executive ○ Directive ○ Academic ○ 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.

7. Concluding Remarks

Concluding Remarks

Period	Paradox	
1. Initiation of Salary Payment (1875-1891)	Integrity and honest	Patronage & closed system
2. Public Reform (1892-1931)	Internal equity	More centralized
3. Bureaucratic Polity (1932-1986)	Internal equity	More centralized
4. Brain-drain Crisis (1987-1996)	Empire building of public sector	Braindrain
5. GMO (1997-2010)	Multidirectional careers	Job insecurity and increase of corruption

Corruption?

Year	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Number of Cases	1,633	2,128	2,372	2,219	2,769	3,231	2,291	2,043	2,980	2,829	3,029

Source: Data from Office of the Public Sector Anti-Corruption Commission (1999) and Office of the National Anti-Corruption Commission (2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007)

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!



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