DECENTRALIZATION OF RECRUITMENT IN THAI CIVIL SERVICE

By SIMA SIMANANTA and AIM-ON ARAMKUL

1. INTRODUCTION

It is apparent that recruitment is a key mechanism, underpinning good government, which requires a highly competent people to work for the benefits of the nation in an increasingly competitive global community. In other words, a country cannot be of high standards and competitiveness regardless of an efficient and effective recruitment.

The Office of the Civil Service Commission (OCSC), Royal Government of Thailand is defined by the Civil Service Act, which spells out responsibilities assigned to the Commission for ensuring the appointment of officials to the Civil Service under its jurisdiction without prejudice to race, religion, or origin. It is also recognized that OCSC should take initiatives for improving the civil service concerning recruitment, position classification, compensation and welfare, development, staff retention, and merit protection.

With regard to recruitment, OCSC is geared towards delegating recruitment tasks to allow departments the flexibility to recruit and select the suitable person for their jobs, while maintaining the principles of fair and equal opportunity in recruitment.

Notwithstanding some similarities of Thai recruitment system to those of Asian neighbors, Thailand still has its uniqueness. For Thai nation, government officials are viewed as servants of the King, taking full responsibilities of undertaking services for the sake of Thai people and the Nation.

This paper will, then, focus on six main aspects of recruitment in Thai civil service, which comprise a legal framework, recruitment concept, present recruiting mechanism, challenges and emerging issues, success stories, and a newly developed recruitment and selection system.

2. LEGAL FRAMEWORK

With reference to recruitment and selection, several Thai laws have laid down a legal basis for undertaking recruiting and selecting tasks. These laws, more or less, aim at ensuring a merit-based recruitment and selection in Thai civil service while decentralizing decision-makings in recruitment tasks to departments.

Starting from the Thai Constitution of 1997, it has guaranteed human rights and liberty of Thai people as being prescribed in the part three of the Constitution. In addition, the section 30 and 70 have clearly stated that government officials have to maintain the benefits of the nation and serve the people regardless of race, languages, sexes, ages, physical disabilities, economic and social conditions, religion and politics beliefs. In terms of recruitment and selection, candidates must be treated equally and fairly.

The State Administrative Act of 2002 section 3/1 also emphasizes that government administration must be of the benefits of Thai people; bring about efficient and worthy results; promote minimized red tape; eliminate unnecessary public service tasks; decentralize services and resources to local communities; delegate decision makings; facilitate and respond to the needs of Thai people with the persons accountable for the assignments. Recruitment and selection should be, therefore, efficient, worth for value and speedy.
Regarding the Information Act of 1997, it has allowed information disclosure regarding public service tasks to the general public. They can express their views and maintain their rights. The applicants are able to, then, monitor recruitment procedures as they can ask OCSC and departments to reveal information concerning recruiting procedures, scoring and criteria.

Furthermore, the Administrative Procedures Act of 1996 determines regulations and procedures for public administration in order to maintain the benefits for the general public, guarantee fairness, and avoid malfeasance. In the case of recruitment, officials can be prosecuted if they do not comply to the recruitment regulations.

Concerning the Official Liabilities Tort Act of 1996, it is aimed to protect government officials who assume responsibilities and functions correctly. However, in the case of officials’ misconducts resulting from their intention or serious carelessness, they have to be accountable for their misconducts. So does the case of recruitment, those officials who conduct serious carelessness or intention for malfeasance such as distorting results of examinations must be taken disciplinary action and are accountable for it.

Indeed, the key legal mechanism that has formulated a recruitment and selection framework for Thai civil service is “The Civil Service Act of 1992”. It determines authorities, roles, responsibilities, and functions of the OCSC in terms of position classification, recruitment and selection, disciplines, merit protection, compensation and welfare, and training development.

In addition, it is written for the first time in section 91 of the Civil Service Act of 1992 that “…an ordinary civil servant must observe and conform to the rules, administrative practices and the Code of Ethics for Civil Servants prescribed by the CSC”. This Code of Ethics is aimed to ensure the appropriate conduct and responsibility of civil servants, to enable appropriate interaction and liaison with various offices, as well as to bring about efficient and effective work performance. Such Code is divided into four groups including personal conduct, conduct relations with the agency, conduct relations with colleagues, superiors and subordinates, and conduct relations with the public and with society.

In the Civil Service Act of 1992, general qualifications for being a civil servant are also articulated:

1) be of Thai nationality;
2) be at least 18 years of age;
3) demonstrate good faith in a democratic form of government under the Constitution, with the King as Head of State;
4) not be a political official;
5) be free of incapacitating physical disability, a declaration of incompetence, insanity or diseases as prescribed in the CSC regulations;
6) not be under suspension from government service or previously discharged from service under the civil service law or other laws;
7) not be morally defective;
8) not be a committee member or an official of a political party;
9) not be adjudicated bankrupt;
10) never have been imprisoned under a final sentence of imprisonment save for an offence of negligence or a petty offence;
11) never have been punished by discharge, dismissal or expulsion from any state enterprise or government agency;
12) never have been punished by discharge or dismissal for a breach of discipline under the civil service law and other laws;

13) never have been punished by expulsion for a breach of discipline under the civil service law and other laws;

14) never have cheated in any government service entrance examination.

At present, eleven common levels of civil service positions have been employed to represent levels of responsibility and complexity of work, with level one as the lowest and level eleven as the highest.

Of all eleven levels of positions, they are grouped into the categories of General Positions, Professional or Expert Positions, and Executive Administrative Positions. Accordingly, entry levels, which are ranging from one to five levels, are corresponding to educational qualities: Certificate/Diploma holders can enter level one or two; Bachelor’s Degree holders for level three; Master’s Degree holders for level four; and Doctorate’s holders for level five.

In general, bottom-up concept has been employed, notwithstanding in special cases lateral entry has been allowed as being the case of appointing experts or specialist.

Under The Civil Service Act of 1992, recruitment and selection of Thai civil service is undertaken through three entries, namely:

- competitive examinations;
- selective method; and
- appointment of specifically qualified individuals to assume expert and specialist posts.

1) The Competitive Examination

According to the Civil Service Act of 1992, section 48, OCSC is the organization responsible for conducting the competitive examinations. Under specific circumstances, the CSC may authorize other government agencies to assume responsibility for this function, but the examination content, procedures, fail and pass criteria, and eligible lists are to be prepared by the CSC, which may, at its discretion, revise or reassign successful applicants listed for one position to other lists for other positions.

2) Selective Method

According to the Civil Service Act of 1992, section 50 provides an exception in special circumstances where a competitive examination may be deemed unnecessary by the Civil Service Commission. Agencies can select graduates from universities or educational institution operated by that agency and approved by the CSC, or graduates with an educational background in needed fields.

The government scholarship program is another means of recruiting qualified people into the Civil Service. The OCSC administers an annual selection to seek competent students to study abroad. Scholarship holders are appointed to the Civil Service after completing their studies.
3). Appointment of specifically qualified individuals to assume expert and specialist posts.

Recruitment of experts and specialists is permitted by the Civil Service Act of 1992, section 51. Departments may appoint a person containing a particular knowledge, ability, expertise, and experiences from outside the civil service to be experts or specialists, if necessary reasons have been justified.

Under aforementioned legal framework, OCSC has issued CSC circulars to determine content, methods, procedures, criteria for selection, establishment and abolishment of eligible lists, including the transfer of listed person from one list to another.

3. RECRUITMENT CONCEPT

It has become a common practice that recruitment and selection in Thai Civil Service must be on the basis of the merit principle, which are clarified by neutrality, equality, fairness, and competence. Obviously, curricula designed by the OCSC are aimed to assess candidates’ competence with an holistic approach: the measurement of ability to learn to do; ability to do; and ability to will do the job, based on the concept that the best candidate will be selected to suit the position required.

As now we are intended to decentralize recruitment tasks to departments, recruitment concept is, therefore, required to be more clearly articulated.

Fairness and equity seems to be the core legal basis for recruitment in an international context. Given recruitment by fair and equal competition, applicants will be guaranteed that they will be assessed and selected on the principles of merit, whereby an organization shall benefit from appointing the best and the brightest applicants.

As for fairness, it has become a fundamental principle for recruitment in Thai civil service. CSC regulations and circulars have clearly addressed to fairness principle, taken with the following aspects:

- Attainment of a score of not less than 60% in each of three assessment stage, namely, general examination, specific examination, and position suitability is considered a passing score;

- Successful applicants will be ranked according to their scores and placed on a list for appointment to the position for which they applied;

- Applicants will be placed according to their rank;

- Departments can select the suitable candidates through position suitability assessment conducted by departments while successful candidates on the eligible lists can also choose to work for their favorite department. They can reject to work for their unfavorable department when the OCSC ask for the placement;

- OCSC has conducted central entry examinations for Bachelor’s Degree
holders, below Bachelor’s Degree holders, and Master’s Degree holders to assure fairness for every single candidate.

In terms of equity in Thai recruitment, minimum qualifications for applying any position are, generally, articulated in the Civil Service Act of 1992 as being aforementioned. Additionally, CSC circulars have determined recruitment framework for departments, of which they have to adhere to. It is apparent that departments have to announce job requirement, assessment method and curricula as well as period for applying to the public. Candidates, then, gain an equal access to job information and position availability.

In order to recruit the most suitable candidates for Thai civil service, recruitment principles are, then, clarified not only to ensure fairness and equity, but also to promote transparency, and standardization, with assurances that the selected candidates have been assessed on the basis of their knowledge, abilities, and competencies related to the given job.

The recruitment principles scorecard have developed and illustrated in the table below:

<table>
<thead>
<tr>
<th>Recruitment Principles Scorecard</th>
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<tbody>
<tr>
<td><strong>Fairness</strong></td>
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<tr>
<td>- seeks to ensure that candidates have been assessed objectively at any stage of selection process and decisions being made are deemed justified.</td>
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<td>✅ Each candidate must be assessed based on the individual merit and his/her suitability with a given job;</td>
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<td>✅ assessment of candidates must be based on relevant criteria applied consistently to all the candidates;</td>
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<td>✅ Acceptable candidates must be placed in order of merit and appointment has been offered with regard to that order.</td>
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<tr>
<td><strong>Transparency</strong></td>
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<td>- seeks to ensure open communication about recruitment process, its practices, and decisions.</td>
</tr>
<tr>
<td>✅ Job information, selection process, and criteria should be publicly announced</td>
</tr>
<tr>
<td>✅ information regarding selection procedures can be released to the public.</td>
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**Good Governance and Selection**

Good governance is essential to the creation of harmony, stability, and order among all sectors of society. Regulation of the Office of the Prime Minister on Good Governance of 1999 has been, then, come into force in order to enable members of Thai society to participate in and be responsible for public management, as well as to promote transparency and improve the quality of public service. Six key elements of good governance are articulated, including the Rule of Law, the Rule of Integrity, the Rule of Transparency, the Rule of Participation, the Rule of Accountability, and the Rule of Value for Money.

It is apparent that recruitment and selection principles in Thai civil service and good governance concept have considerable similarities, or in other words, they have complied to the good governance concept. Concerning the Rule of Law and Integrity, several laws ranging from the Thai Constitution, The State Administrative Act of 2002, the Information Act, and the most important the Civil Service Act of 1992 have laid down the foundation for conducting recruitment and selection tasks with fairness, equity, transparency, and standardization, which has become the key principles for recruitment in Thai civil service.

As for the Rule of Participation, the OCSC encourages departments to participate in recruiting tasks so as they can appoint the most suitable candidates. Accordingly, the general public can monitor recruiting procedures and can lodge complaints if malfeasance is suspected. Regarding the Rule of Transparency and Accountability, recruiting procedures and results can be disclosed to the applicants after the process had completed. Managers and officials concerned are, therefore, accountable for recruiting tasks. In terms of the Rule of Value for Money, recruitment tasks should be efficient and speedy. The transfer of listed persons to similar positions have been employed to economize recruiting expenses.

In changing circumstances, the OCSC will move towards formulating recruitment policy, advising and monitoring recruitment tasks, while delegating recruitment tasks to departments under the curriculum syllabus and procedures fixed by the CSC, prescribed by CSC circulars.

**4. PRESENT RECRUITING MECHANISM**

As mentioned earlier, recruitment and selection of Thai civil service is undertaken through three entries including competitive examinations, selective method, and appointment of specifically qualified individuals to assume expert and specialist posts under jurisdiction of CSC circulars. Authorities concerning recruitment and selection decentralization is rested to OCSC but she may authorize ministries and departments to conduct their own recruitment and selection tasks. OCSC representatives will advise ministries and departments to ensure their compliance to OCSC regulations as well as to promote fairness, equity, transparency, and standardization in recruitment.

**Competitive examinations**

In terms of the mechanism for competitive examinations, the CSC circular 15/B.E. 2535 determines methods, procedures, criteria for selection, curricula, establishment and abolishment of eligible lists, and the transfer of listed person.
With regard to the curriculum for competitive examinations, it is aimed to assess candidates with an holistic approach, which is classified into three-fold:

1) Ability to learn to do the job, which means that candidates can be developed or trained to do a job;
2) Ability to do the job, which refers to candidates’ knowledge and skills for that job; and
3) Ability to will do the job, which concerns candidates’ suitability for doing a job involving their behaviors, attitudes, and personalities.

The examination curriculum must be, then, of three stages: General Examination, Specific Examination, and Position Suitability Assessment.

- The general examination has two components. The first aims to measure general abilities, acquired information, and analytical skills. Mathematics, verbal and reasoning skills are included in the first part as there are assumed to reflect the trainability of the applicant. The second component focuses on the assessment of comprehension and expression of the Thai language. The general knowledge examination is administered by OCSC for certain degrees; for instance, economics, law, computer, accounting, political science.

- The specific examination measures skills or knowledge specifically required to perform in a particular position. This is administered by departments.

- The position suitability assessment aims to assess the suitability of the person for the civil service and for a particular position, through the review of personal history and records, work experience, educational background as well as observation of behaviors during the interview. The interview is the key method for assessing suitability. Through the interview, communication skills, emotional stability, ethical principles, values as well as sociability and capacity to adapt to the social environment, creativity and personality will be also measured. This is also administered by departments.

Attainment of a score of not less than 60% in each of three stages is considered a passing score. Successful applicants will be ranked based on their scores and placed on a list for appointment to the position for which they applied. The list will remain current for a period of 2 years, and applicants will be summoned to fill vacant posts in rank order.

**Selective Method**

Regarding those for selective method, the CSC circular 1/B.E. 2536 determines methods, procedures, criteria for selection, and circumstances that allow departments to select a candidate for appointment, comprising a graduate of universities or educational institution operated by that department and approved by the CSC; graduates in necessary fields or degrees; graduates with honors degree, government scholarship recipients, for instance.

As for the case of graduates in necessary fields or degrees. This has been designated by the CSC circular, of which the current one is CSC 11/B.E. 2545. The list of necessary and
priority fields, designated by the CSC as facing a personnel shortage of those fields and where there are few candidates for the required positions, is reviewed every two years.

Such candidates may be selected through interview or other suitable methods, and once selected must remain in the position for at least 1 year and may not be transferred to other departments.

Concerning the government scholarship program, it has been recognized as a key mechanism to recruit highly competent civil servants and those with special qualifications needed in civil service. The practice of sending competent students abroad began during the reign of King Rama the Fifth. Currently, approximately 300 scholars are selected to study abroad each year.

The OCSC administers an annual competition to select qualified students to study abroad under the government’s scholarship program including the King’s Scholarship and the Royal Thai Government Scholarship. In addition to the general competition, a special competition is held for government personnel, lecturers in state universities, and other officials who qualify for further training and studies.

It is the responsibility of the OCSC to place government scholarship recipients in Thai civil service positions after graduation, in accordance with CSC policies and directives, and in response to the manpower needs of civilian ministries, public agencies, and departments.

Experts and Specialists Recruitment - - - Lateral Entry

Recruitment for experts and specialists recruitment is designated by the CSC circular 16/B.E. 2536. Departments which require experts or specialist have to request approval from the CSC and follow the placement regulations specified by the CSC once the requests have been approved.

Selection Process : Shared Responsibility

In an attempt to select the most suitable candidates for departments, partnership recruitment concept has been employed. In other words, OCSC and department have joined in recruiting civil servants in the following aspects:

1) For the Bachelor’s Degree Holders (level 3) : The OCSC provides tests for the general examination which is either administered by OCSC or departments. With the eligible lists of those passing, departments have, then, conducted specific examination and position suitability assessment.

2) For the Master’s Degree Holders (level 4) : The OCSC administers the general and specific examination every month whereas departments have employed the eligible lists of those passing to conduct their own position suitability assessment.

3) As for the case of selection, the OCSC will provide departments with the lists of graduates of necessary fields or those with honors degree, who came to register with OCSC. Departments shall employ those lists, which is reviewed every two years, to conduct position suitability assessment.

Of all three entries, there are some inflexibility and limitation for choosing the best candidates, which is viewed as challenges for recruitment and selection in Thai civil service.
5. CHALLENGES AND EMERGING ISSUES

At present, changes in social and economic contexts have been obviously seen in Thai society. This leads to necessity to improve recruitment and selection procedures to suit for changing contexts. A table below will demonstrate a comparison of the past contexts and the changing ones.

<table>
<thead>
<tr>
<th>Past contexts</th>
<th>Changing contexts and challenges</th>
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<tbody>
<tr>
<td>1) the OCSC could administer recruitment tasks due to manageable volume of applicants.</td>
<td>1) The OCSC cannot administer every stages of recruitment procedures due to high volume of applicants.</td>
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<td>2) There were numbers of vacant positions. The ratio of vacant positions and applicants is reasonable.</td>
<td>2) There are limited vacant positions resulting from the Government’s decentralized policy and public sector reform in order to rightsize public workforce as well as minimize personnel expenses.</td>
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<td>3) Job market in private sector was available for applicants, thereby relaxing the needs to enter the service.</td>
<td>3) Given an economic crisis befell the country since 1997, a high pressure to enter the service has taken place stemming from a reduced job market in the private sector.</td>
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<tr>
<td>4) Numbers of civil servants were more than sufficient for civil service tasks.</td>
<td>4) Taken with rightsizing policy, civil servants need to be highly qualified and knowledgeable worker. Performance based management has been adopted. This requires diversity of assessments to be in accordance with jobs.</td>
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<tr>
<td>5) Educational curricula were different in nature. The determination of degrees for a job could reduce numbers of applicants.</td>
<td>5) Educational curricula are multi-disciplinary. The determination of degrees for a job is increasingly difficult. Many complaints for degrees determination have amounted.</td>
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<tr>
<td>6) Departments and general public accepted the CSC recruitment regulations.</td>
<td>6) Information Act and monitoring organizations being set up under the current Constitution open opportunities for peoples to maintain their rights and monitor recruitment procedures.</td>
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Other Recruitment Key Issues

Apart from recruitment changing contexts to be addressed, there are some key issues in recruitment that challenge Thai civil service.

1) Inflexibility of recruitment procedures

- The “one size fit all” examination procedures may not represent the most effective way to identify the most suitable person. Different categories of positions require different assessment methods in order to be in
accordance with a given job. The challenge is to make the process more efficient for OCSC, more effective for departments, while remaining the principles of merit, transparency and fairness.

2) Shortage of some key skills.

Thai civil service has experienced difficulties in attracting and retaining staff for certain skilled positions such as computer specialist, legal experts, and scientists in some fields due to higher compensation in the private sector.

3) Lack of assessment tool development.

The challenge for OCSC is to maintain the reputation of being a provider of fair and reliable examinations which can select the best person in the most effective and efficient manner. Diversity of assessment tools needs to be developed in order to be applied appropriately with a given job.

4) Need of Information Technology.

The use of information technology to manage the recruitment and selection process can deliver enhancement of efficiency and effectiveness in recruitment. Examples of adopting information technology in recruitment are job announcement in website, internet-based application, Computer-based examinations.

**EMERGING ISSUES**

1) Gender

In the modern world, job opportunities cannot be restricted to just solely single sex. Equal opportunities in almost aspects among both male and female have been, currently, encouraged. Accordingly, job specifications should be designed to avoid hidden sex discrimination. Selection of candidates at any stages should, then, be fair and unaffected by gender.

2) Equal opportunity for People with Disabilities

It has becoming more important that disabled persons must be provided with equal opportunity to demonstrate their qualifications. In terms of assessment of disabled candidates, assessment must be modified to facilitate disabled candidates; for example, provision of test materials in braille for blind candidates.

In addition to encourage departments to give more opportunities to disabled persons, OCSC has now launched more chances as we started to offer five scholarships yearly to disabled person for studying abroad in the year 2002.

3) Risk Management.
Due to the changing contexts such as a high volume of applicants, multidisciplinary subject matters, and several monitoring laws and organizations, recruitment and selection tasks seem to be more difficult to deal with. Managers should administer recruiting tasks more efficiently and speedy while maintaining fairness, equity, transparency, and standardization.

4) Competencies and Selection Guide.

Competencies have been increasingly viewed as a key approach for assessing people quality. This approach involves identifying the competencies that distinguish high performers from average performers in areas of organizational activity and using this framework as the foundation for recruitment, selection, training, and development. The claimed advantage of the competency approach is that there is a consistency in identifying and measuring people at all stages in the employment cycles. It also identifies skills, motives, personality characteristics and other attributes which give rise to performance and differentiate poor, average and superior performance.

The OCSC has currently directed to competency-based selection. Competencies for entry level (level 3) and senior executives have been defined. At present, the OCSC Recruitment and Selection Center is developing competencies dictionary and selection guide for the entry level including how to define competencies for a given job and its assessment tools. The competencies for the entry level include thinking, communication, collaboration, adaptation, result-orientation, and core values such as service-mind.

With these changing contexts, challenges, and emerging issues, OCSC has launched a project for “Improvement of Recruitment and Selection in Thai Civil Service”, which is directed to decentralize recruitment tasks to departments to promote department’s flexibility and position suitability.

6. SUCCESS STORIES

Thailand International Public Service Standard Management System and Outcomes (PSO)

The Recruitment Division of the Recruitment and Selection Center was awarded Thailand International PSO in Management and Service System for the Public and Private Sector (PSO 1107) in 2001. Its missions are to support recruiting tasks for departments, undertake recruiting tasks for government scholarship recipients, conduct competitive general examinations for level three and general and specific examinations for level four as well as manage the eligible lists.

Thailand International Public Service Standard Management System and Outcomes (PSO) has been launched in 1997 in an attempt to measure quality, promptness, fairness, and cost-effectiveness in public service. It is aimed at boosting the effectiveness of public administration, emphasizing a high quality of public service delivery, a people-based orientation and performance-based operations.

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In this regard, Thailand International PSO addresses the overall achievement of the public sector. It is expected that all public agencies shall develop a management system, enhancing standard achievement in terms of the ultimate outcomes which include equity, equality, human rights and freedom, public services coverage, people satisfaction, efficiency, effectiveness, justice, and protection of public interests, peace and stability, and quality of life.

In order to achieve the desirable goal, public sector has to set up criteria, indicators and standard operations that guarantee the achievement and outcomes. The standard achievement outcomes comprise 1) standard performance/outputs; 2) standard outcomes; 3) ultimate outcomes; and 4) the prevention system of unintended consequences.

Thailand International PSO has covered ten management systems, which are:

- Information system (PSO 1101)
- Communication system (PSO 1102)
- Decision-making system (PSO 1103)
- Human resources development system (PSO 1104)
- Check and balance system (PSO 1105)
- Participatory system (PSO 1106)
- Management services system for the public and private sector (PSO 1107)
- Evaluation system (PSO 1108)
- System of prediction and resolution of conflict and crisis (PSO 1109)
- Cultural and professional management system (PSO 1110)

Being awarded PSO 1107, the Recruitment Division has proved for recruiting the Bachelor’s Degree candidates (level three) so that:

1) recruitment procedures have been more speedy, reducing from 68 days to 31 days;
2) applicants have been more convenient due to the fact that application forms are available in post offices in provinces and Bangkok;
3) Information technology has been employed to scan applicants’ data, check the list of those are eligible for entering examinations, and process results;
4) Applicants’ identities have been rechecked through internet with the list of those are eligible for voting drawn from the database of Department of Local Administration;
5) Applicants were satisfied with the competitive general examination conducted by the OCSC in the year 2001.

In addition, information technology has been employed to facilitate and speed up procedures for recruiting level four civil servants, whereby OCSC has conducted the general and specific examinations for departments. In doing so, the OCSC has conducted the general and specific examinations every month for Master’s Degree holders. Applicants can apply through OCSC website (www.ocsc.go.th) during the period of 1-10 of each month and pay a fee through the Bangkok Bank. Accordingly, the website has provided announcement and information regarding application procedures. The applicants can check the lists for entering examinations on the date of 20th of each month. The examinations are, then, conducted on Mondays of the fourth week and the eligible lists are announced on website on Fridays of the fourth week.

In this regard, OCSC website also provides job gathering of civil service as well as sets of answers for inquiries regarding recruitment, selection and government scholarships.

The award of PSO 1107 was deemed as an accomplishment of the Recruitment Division in terms of providing services for the general public. Given the survey for applicants’ satisfaction
regarding recruitment tasks undertaken by the OCSC, applicants were very confident with the OCSC’s maintenance of fairness, equity, transparency, and standardization in recruitment and selection.

7. A NEWLY DEVELOPED RECRUITMENT AND SELECTION SYSTEM

A newly developed recruitment and selection system is aimed to facilitate departments to be able to recruit and select the best and most suitable candidates characterized by qualified knowledge, abilities, and competencies that suit their positions. Along this, departments will take part in recruiting their staff based on the principles of fairness, equity, transparency and standardization while enjoying more flexible approaches.

The Office of the Civil Service Commission will, then, formulate Recruitment Code as a framework and guideline for departments, which comprise three main parts:

1) *recruitment principles* : The explanation and interpretation of fairness, equity, transparency and standardization: a merit-based recruitment framework : exceptions to the recruitment principles i.e. specialists/expert recruitment, disabled people recruitment.

2) *accountability unit* : Head of departments have assumed responsibility for recruitment tasks and clarify complaints, if any. Accordingly, they have to sign an agreement with OCSC.

3) *information to be reported* : Information that departments need to be reported according to sets of recruitment questions and check-lists as well as recruitment indicators.

In such Recruitment Code also inform audit approaches of the OCSC such as an evaluation of recruitment report, an interview of departments regarding recruitment procedures, a survey of customer satisfaction. In this regard, the OCSC may provide feedback of the results of evaluation or recommendations to departments.

Apart from the Recruitment Code, the OCSC will facilitate departments with information technology to speed up recruitment procedures including internet application program and computer-based examinations. Additionally, departments and the general public can check recruitment information and frequent recruitment questions and answers through OCSC website.

**The Characteristics of a newly developed recruitment and selection system**

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<tr>
<th>The Current System</th>
<th>The New System</th>
<th>Advantages of the New System</th>
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<tbody>
<tr>
<td>1. Recruitment and selection of Thai civil service is undertaken through competitive examinations, selective method, and appointment of experts.</td>
<td>1. Recruitment and selection method of Thai civil service will be varied according to position groups to allow more flexibility and be suitable to the nature of positions.</td>
<td>Departments enjoy flexibility to recruit their people to suit their position.</td>
</tr>
</tbody>
</table>
2. In terms of competitive examinations, OCSC has delegated recruitment tasks to departments upon their requirement for each position. Departments have, then, conducted recruitment tasks upon OCSC approval. As for selective method, departments can conduct recruitment tasks according to the CSC circular 1/B.E.2536.

3. CSC Regulations and guidelines for recruitment deals with content, methods, procedures, criteria for selection, establishment and abolition of eligible lists, and the transfer of listed person. These regulations have been applied to every single civil service positions.

The Current System | The New System | Advantages of the New System
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4. In terms of competitive examinations curricula, departments have to adopt the curricula containing general knowledge, specific knowledge and position suitability. | 4. In terms of competitive examinations curricula, it will be corrected according to position categories. For example, Specific Skills Category can be assessed through candidates’ portfolio or skilled performance. In addition, OCSC will develop test blueprint as guidelines for departments. | • Departments can assess their candidates appropriately according to their position characteristics. • Departments have guidelines to hire or develop tests for their positions. This brings about standards for test development. |
5. For job announcement, job qualifications are not much clarified. | 5. For job announcement, job qualifications and job requirements are clearly clarified, comprising - job involvement; - knowledge, specific skills, and competencies; - experiences; - curricula; - compensation; - etc…. | • Candidates can pre-assess themselves before applying a job, resulting in decreasing volume of applicants. |
6. Information Technology to facilitate recruitment administration has not been much applied. | 6. Information Technology to facilitate recruitment administration will be increasingly applied: - internet – based application - recruitment web to ensure an equal access to job opportunities; - computer-based testing. | • Information Technology facilitates recruitment administration in terms of speed, convenience, accessibility, and less paper-based administration. • Recruitment web will guarantee an equal access to job opportunities and job information. |
7. Assessment tools are quite limited. 7. New assessment tools will be developed for recruitment selection. Examples of these are - Biodata; - Portfolio Assessment; - Competencies assessment; - Ethics assessment; - Structural Interview; - Targeted Selection; - etc…

- There are more choices for departments to select assessment tools.
- Departments can make use of appropriate assessment tools to assess their candidates.

8. Assessments are normally based on knowledge, skills, and attitudes. 8. Assessments will direct to competencies-based selection. As now OCSC has defined competencies for the entry level (level 3), which has to be a bachelor’s degree holder. They are: Thinking; Communication; Collaboration; Adaptation;

- Competencies will enable Departments to recruit and select the best person for a given job.

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<tbody>
<tr>
<td>Result-Ontoration; Core values such as service mind. In this regard, competencies dictionary has been developed. Competencies selection guide including how to define competencies for a given job and its assessment tools will further be developed.</td>
<td>9. Departments’ monitoring regarding recruitment and selection will be more explicit. In a Recruitment code, monitoring guidelines will be clarified such as information to be reported, indicators for evaluating recruitment tasks, and audit approaches.</td>
<td>Monitoring guidelines will promote fairness, equity, transparency, and standardization in civil service recruitment and Selection.</td>
</tr>
<tr>
<td>9. Departments’ monitoring regarding recruitment and selection needs to be improved.</td>
<td>10. OCSC will focus on knowledge worker positions. OCSC shall maintain the administration of the general and specific examination for Master’s Degree holders and some specific positions while delegating those for Bachelor’s Degree holders and below Bachelor’s Degree holders to departments.</td>
<td>OCSC will advise and monitor departments regarding recruitment tasks. Departments shall enjoy more flexibility to conduct their own recruitment tasks.</td>
</tr>
</tbody>
</table>
The project for “Improvement of Recruitment and Selection in Thai Civil Service” is currently in a process. It is expected that a newly developed system will be employed in the next 2 years.

8. CONCLUSION

To sum up, recruitment and selection in Thai civil service will be geared towards decentralization of recruitment tasks to departments. Recruitment Code which departments have to adhere to will be a key mechanism to ensure fairness, equity, transparency and standardization in recruitment.

Given the newly developed recruitment system, characterized by the recruitment code and agreement, competencies–based selection, diverse recruitment methods and assessment tools, adoption of information technology and concrete monitoring system, departments shall enjoy the benefits from selecting the best and the brightest person for their jobs due to more flexible and constructed recruitment guidelines.

It is anticipated that development of a new recruitment and selection system for Thai civil service will be implemented within 2 years, and being considered as a challenge for OCSC to strive for it.

We acknowledge that the cause of selecting an excellent person is truly a worthy cause for departments, Thai civil service, and the entire nation.

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BIBLIOGRAPHY