

There are two central personnel agencies in Singapore --- the Public Service Commission which is responsible for appointment, promotion and discipline, and the Public Service Division of the Ministry of Finance which is responsible for salaries, working condition and career development. Given the small size of the service (65,000) and the small size of the country (224.5 square miles), the centralised arrangement has its advantages and have been working well. However, in recent years, the rapid growth of the Singapore economy and rapid changes in the business sectors, the Civil Service must also be equally responsive. Over time, it may be necessary for some of the centralised personnel function to be delegated to the individual ministries. Should this come about or become necessary, the challenge would be to work out an arrangement so that the principles of open system, merit, and independence from political influence can still be maintained.

The last three weeks have been very fruitful. It has enabled me to gain insight into the Japanese HRM system and to make comparison with Singapore and the countries of the other participants. I believe that with increasing globalism, increasing number of students and Japanese businessmen who have studied and work abroad, the insulation from Western influence is not total. The younger generation of Japanese is likely to have a different value system from the older generations. Hence the present situation of life-long employment, complete and total loyalty to the organisation and no job-hopping may begin to change. Should that come about, I should be watching with keen interest how the Human Resource Managers in the public and private sectors cope with these changes. I am confident that Japanese ingenuity and ability to adapt and make the best of the situation will prevail.

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## The Future of Human Resource Management in Thai Civil Service System

In January 1992, the Thai Government approved the Civil Service Commission Recommendations to develop the civil service system which has a major impact on the management of human resource in the Thai civil service. Details of the recommendations are:

1) Control of number of public organization and public officials.

Using the term "scrap and build" there will usually be no increasing of public organization at departmental or division level unless an organization with the same or more number of personnel has been abolished, and only in special circumstances has been approved by the Cabinet that a new organization can be established. The number of public officials shall be as it has been in January 1992. Personnel management process will be introduced and applied so that the service will be more efficient and effective. A mechanism to redistribute human resource according to program priorities will be applied in every public organizations. Ratio of pay cost in general account of annual budget shall not exceed 40 percents (37 percent at present time). Planning of Human Resource at departmental level will be encouraged and supported by the Office of Civil Service Commission. Data based computer Human Resource Information system at departmental level will be developed by central personnel agencies.

2) Streamline public working system to ensure flexibility and rapid service to the public.

Work simplification methodology will be introduced in any service of every organizations.

Decentralization from central personnel agencies to department is inevitable. Decision makings will be authorized to lower level officials.

3) Strengthen open and competitive entrance examination to ensure that qualified candidates will be recruited and selected to serve public. Increasing number of scholarship student to compensate shortage of manpower in some field of specialization. Improve working conditions to persuade top level graduates to enter public organizations. Improve and develop performance evaluation techniques upon merit system to attract newly graduate and to stimulate existing public officials to do their best.

4) Adjustment of salary schedule and other fringe benefit and welfare to maintain parity with salaries paid by private sector in order to retain able officials and attract high flier. Special allowance should be provided to personnel in the area where there are shortage of supply and it is hard to recruit into public service.

5) Set up systematic training and development plan at every level of position from newly appointed to high ranking officials. Encourage self-development while stimulate effective on-the-job training by immediate supervisor. Promotion shall be based on the development of personnel at any level. Appointment to the higher and position must be decided by way of methodology and measurement decided by Civil Service Commission for guaranteeing merit principle.

6) Set up mechanism to integrate the formulation and execution of Human Resource, budgeting, and planning.






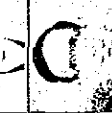

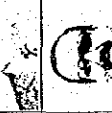


Budget, planning, and Human Resource have been responsible by three separate departments under the Prime Minister, i.e. Bureau of Budget (BOB), Office of National Economics and Social Development Board (NESDB), and Office of the Civil Service Commission (OCSC), respectively. Usually, Human Resource should be provided according to work plan and budget should be supplied so that people shall be recruited to perform work according to plan. In reality this is not the case. OCSC may decide number of position required to do a job but BOB may not furnished necessary finance to recruit Human Resource to do the job. This problem should be solved to ensure that

objectives of departments shall be met. Measures to overcome the problems caused by traditional departmentalism has been provided.

Within the framework of improvement and development of the civil service system, the effort of Human Resource Management to make the public organization more efficient and more effective is foreseeable in the near future.

Mr Chupong Savetachinda  
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LIST OF PARTICIPANTS IN "SEMINAR ON GOVERNMENT HUMAN RESOURCE MANAGEMENT 1991 - 92"  
(平成3年度 上級人事管理セミナー 研修員リスト)

No.	Photo	Country	Name	Date of Birth (Age)	Present Post	Final Education	Home Address
1		Bangladesh	Mr. <u>Mohammad Nazrul Islam</u> イスラム	Jan. 14, 39 (52)	Additional Secretary, Ministry of Establishment, Government of Bangladesh. 人事管理庁次官補	M. A. (English), Rajshahi University Dhaka, Bangladesh.	102, Iqbal Road (1st Floor), Mohammaspur, Dhaka, Bangladesh.
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10		Thailand	Mr. <u>Chupong Savetachinda</u> チュポン	Feb. 4, 44 (47)	Director, Human Resource Management Center, Civil Service Commission Office. 公務員委員会人事開発研究所長	M. P. A. (Public Administration), Sydney University, U. S. A.	11521 Choehekhai 4 Ladapow Rd., Ladapow District, BKK 10230, Thailand.

## Annexed Paper B.

## Daily Schedule

## Seminar on Government Human Resource Management 1991-1992

2.4 (Tue)		Arrival
2.5 (Wed)		JICA briefing & orientation
2.6 (Thu)	10:00-10:30	Opening Ceremony
	10:30-13:00	Program Orientation
	16:30-17:00	Courtesy Call on the President of NPA
	18:00-19:00	Welcome Reception hosted by the President of NPA at Toranomon Pastoral (Room-Shirakaba, 8F)
2.7 (Fri)	10:00-12:30	<b>Lecture "Role of Human Resource Management"</b> by Mr. Nakajima, Secretary General, NPA
	15:00-16:00	Visit to the Kasumigasaki Area (Economic Planning Agency)
2.8 (Sat)		
2.9 (Sun)		
2.10 (Mon)	10:00-12:30	<b>Seminar "Changing Role of Central Personnel Agency"</b>
	14:00-16:30	by Mr. Mori, Director, National Institute of Public Administration, NPA
2.11 (Tue)		National Holiday
2.12 (Wed)	10:00-12:30	<b>Seminar "Human Resource Management in Japanese Private Companies"</b>
	14:00-16:30	by Professor Sakuma, Kanagawa University
2.13 (Thu)	10:00-12:30	<b>Seminar "Career Development in the Government of Japan"</b>
		by Mr. Kikkawa, Director General, Bureau of Recruitment, NPA
	14:30-16:30	Visit to the Tokyo Metropolitan Government
2.14 (Fri)	10:00-12:30	<b>Seminar "Characteristics of Japanese Bureaucracy"</b>
	14:00-16:30	by Dr. Nishio, Assistant Professor, International Christian University
2.15 (Sat)		
2.16 (Sun)		<b>Study Tour</b>
	10:00	Departure from Tokyo station by Bullet Train Hikari-217
	afternoon	Observation of Cultural Facilities in Nara city
		<i>Accommodation: Hotel Keihan Kyoto</i>
2.17 (Mon)	morning	Kyoto Morning Tour
	afternoon	Free
	evening	Visit to Gion Corner (Cultural Show) <i>Accommodation: Hotel Keihan Kyoto</i>
2.18 (Tue)	8:25	Departure from Kyoto station by Bullet Train Hikari-70
	10:29	Arrival at Mishima station
		Observation in Mishima city
	13:00-17:00	Visit to Numazu Complex of Fujitsu Limited
	17:45	Departure from Mishima station by Bullet Train Kodama-442
	18:48	Arrival at Tokyo station, and back to IFIC
2.19 (Wed)	10:00-12:30	<b>Final Discussion [Group Discussion]</b>
	14:00-16:30	with Mr. Fujiwara, Director, NPA and Mr. Sakuma, Director, NPA
2.20 (Thu)	10:00-12:30	<b>Final Discussion [Concluding Discussion]</b>
	14:00-16:30	with Mr. Tashiro, Member of International Civil Service Commission of the United Nations
2.21 (Fri)	morning	Report Writing
	14:30-16:30	Evaluation Meeting
	16:30-17:00	Closing Ceremony
	17:00-18:00	Farewell Party
2.22 (Sat)		Departure

Annexed Paper C.

## LECTURERS' AND OFFICERS' ADDRESS

### 1. Lecturers

- |  |  |
|--|--|
| (1) Mr. Tadayoshi Nakajima<br>Secretary General  | National Personnel Authority<br>2-1-2 Kasumigaseki, Chiyoda-ku, Tokyo,<br>100 Japan                                  |
| (2) Mr. Takeshi Mori<br>Director,<br>National Institute of Public Administration                 | Same as above  |
| (3) Professor Masaru Sakuma  | School of Business Administration,<br>Kanagawa University<br>7-6-21, Higashi Ooizumi, Nerima-ku, Tokyo,<br>178 Japan |
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| (5) Dr. Takashi Nishio<br>Assistant Professor  | International Christian University<br>3-10-2, Osawa, Mitaka-shi, Tokyo,<br>181 Japan                                 |
| (6) Mr. Tsuneo Fujiwara<br>Director  | National Personnel Authority<br>2-1-2 Kasumigaseki, Chiyoda-ku, Tokyo,<br>100 Japan                                  |
| (7) Mr. Kenichi Sakuma<br>Director   | Same as above  |
| (8) Mr. Ku Tashiro<br>Member,<br>International Civil Service Commission<br>of the United Nations | 2-27-1, Shinkawa, Chuo-ku, Tokyo<br>104 Japan  |

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