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Research paper

Training Model to Enhance Human Resource Development of Government Organizations

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Abstract

The research was aimed to (1) study the best practices of the organizations that have been awarded the Public Sector Management Quality Award (PMQA) (2) present the recommendations of the training model that promote human resource development of government organizations in Thailand. The study was found that the Department of Community Development and the Department of Mental Health were only two organizations that have been awarded PMQA in the sector of staff administration and development. They had similar policy on staff administration and development which was focused on the development of personnel as "human capital" as well as "training" is one of the most important tools in order to develop the staff. The concept of training was based on the criteria of OPDC (Office of the Public Sector Development Commission), position competency, well-being and satisfaction of the staff. Training process step starts from need analysis, then develop courses and assess of the training. The training methods are both formal and informal training which is based on the context the content of the training, the trainee the time and place. Quality assurance system, follow-up evaluation by trainees and their supervisors are the training management.

Keywords: *Human Resource Development, Lifelong Education, Organization Administration, Training*

1. Introduction

The Thai National Economic and Social Development Plan has indicated on the global economy regarding to impacts on the economic and social development of Thailand, which need to be prepared in the human resource development. The concept of Human Resource Development (HRD) particularly in the organization, has been focusing due to the growth of science, technology, and innovations therefore human resources should be developed in order to overtake the growth continuously. In accordance with Sirichai Karnchanawasri (1995) which propose that training is an Education for human resource development under rapid shift situations, training strengthen professional knowledge as well as skills based on their actual needs.

From the importance and the need of HRD and the relation with training, it could be identified that HRD should be recognized by using training as an instrument in organizations. In 2015 Office of the Pubic Sector Development Commission (OPDC) released the criteria on quality of government management section 5; Personnel Competences - Personnel Change Management of government agencies in order to prepare the government officers to get ready for the change of necessary competences in the near future.

From the above statement, training is one of the guidelines for government officer development under the government policy which Weerapan Khaewrat (2009) supported that training as processes to develop the officers' knowledge, skills and attitudes in order to fulfill their work operation as well as their cooperation among the agencies.

Therefore, the study of training model to promote HRD in Thai government organizations from the latest two organizations that have been awarded the "Public Sector Management Quality Award" (PMQA) in the section of the Human Resource Administration in 2012; (1) Department Community Development and (2) Department of Mental Health, the model has been analyzed and concluded to be training recommendations for Thai government agencies.

2. Experimental details

The literature review on HRD and training was used to analyze the composition of the training model into four aspects; (a) concept (b) process (c) method (d) administration and management. PMQA award was reviewed in order to select government organizations which had been awarded in the personal administration section.

There are only two organizations that have been awarded in the required section ever since PMQA; Department of Community Development, Ministry of Interior and Department of Mental Health, Ministry of Public Health. The interview was the instrument for gathering data from the two departments, the interview questions were designed based on the composition of the training model. The sample population was selected by purposive sampling; the officers who have been working in personnel section more than five years for the two departments. The data from the interviews were content analyzed and classified by the four aspects. Comparison was used to analyze the data of the two departments then recommendations of the training model were proposed.

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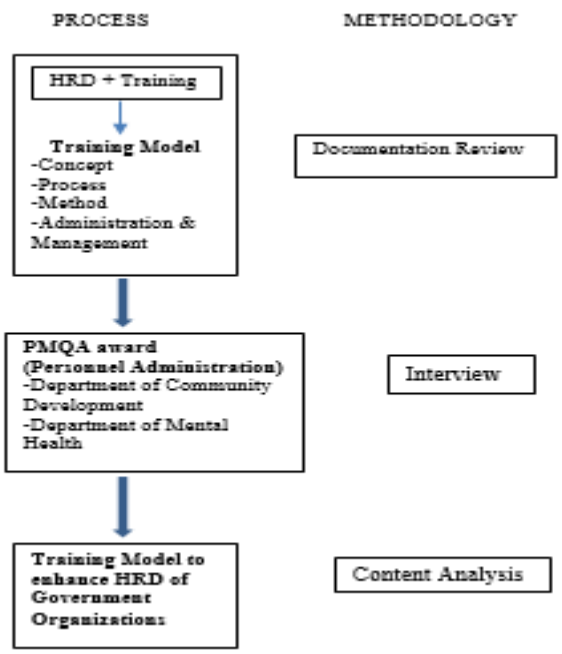


Fig.1: Research process and methodology

3. Results and discussion

3.1. Results

Department of Community Development

Training concept

The department devoted much attention to learning and learning exchange between officers. New comers have to be trained at least one month as well as formal and informal learning with administrators. Effective learning exchange was promoted by various learning resources and information technology. The department also pay attention to the officers as "Human Capital" for their effective working performances and competences, morality as well as well-being.

Training process

The department has continuing operation on training framework as follows:

1. Training need setting by studying on strategic plan of the department and personnel administration plan in order to search necessary competences for working operation. Surveying the officers by using results on annual working operation evaluation. Consideration on the gap between the required competences and actual competences and analyze the needs. Personnel development plan and training roadmap are set into various training curriculums.
2. Training curriculums designed by setting the training objectives, scope, instructional media and evaluation. The training style will be set by the trainees needs.
3. Training operation according to the plan setting.
4. Evaluation on the training by post training evaluation as well as efficiency of the training under the department criteria.

Training method

The department offers the training programs for all level officers as follows:

1. Formal training such as training program for specific position development, morality and ethics for government officers.
2. Informal training by supporting activities on knowledge exchange, coaching and mentoring system including Individual Development Plan (IDP).

Training administration and management

The department brought the concept of Knowledge Management (KM) in order to develop the officers. The KM activities included experience sharing through conferences and seminars. The operation handbooks are provided for being guidelines in working operation. Challenging works have been assigned to the trained officers in order to motivate their knowledge from the trainings.

The department operates quality assurance by proposing four personnel development standards as follows:

1. Organization management standard
2. Curriculum standard
3. Training operation standard
4. Personnel officer standard

Self-development guideline for the officers are offered in five aspects as follows:

1. Individual Development Plan (IDP)
2. Challenging assignments
3. Career path
4. Promoting participation of operation level officers in an opened conference
5. Award allocation for higher skills officers

Department of Mental Health

Training concept

The department enhances the personnel development by self-exploring potential and self-development concept with happiness and satisfaction in their working lives. The effective work operation plan, encouraging on learning, well-being and satisfaction are connected to the department operation plan. The department has systematic personnel development integrated with the Standard of Performance Management System (PMS), International Organization for Standardization (ISO 9001) and Hospital Accreditation (HA). The department determined the core competency of professional position in order to develop their services to be Excellence Center for Mental Health and Psychiatric.

The training plans and projects are operated by blending the decision of the chief and the needs of officers.

Training process

Training needs are identified by the agreement between the chief and the officer which has details as follows:

1. Competency analysis and competency gap are co-evaluated the chief and the officers.
2. The training needs are identified by the chief for their officers' skills development and the career path.
3. Individual Development Plan as an instrument for continuing evaluation according by their needs.

Training method

The department offers the various training programs which covered all new comers, morality, leaderships, safety, environment. Informal training such as mentoring by the high experience officer, coaching by the chief and E-learning, formal training such a specific training program. The training programs are designed by focusing on different working behaviors and follow up evaluation in order to improve the appropriate operation plan by the needs.

Training administration and management

The department operates quality assurance system for the training programs in order to be core criteria in training for personal development. The criteria consists of six compositions as follows:

1. Curriculum
2. Trainers
3. Learning activity design
4. Training location
5. Trainees
6. Training measurement and evaluation.

The department encourages the officers in order to apply their trained skills and knowledge on their working operation as well as publicize it by electronic media.

The evaluation on efficiency of training by determining IDP in all units and the same evaluation model on efficiency and values of training. All officers have to self-evaluate in morality and ethics

by using an instrument developed by Moral Center of Office of Civil Service Commission (OCSC).

3.2. Discussions

The results of the study indicated that the two departments have the systematic personnel development by determining operation plan which operated by using the appropriate instruments. The similarities of the training model operation are identified in the figure 3; their concepts are proposed according to the needs and policy of the departments, the process are set according to training theory which focusing on need identification, instruction design and evaluation, the methods are offered in formal way such as specific in-house training and informal way such as coaching, mentoring, E-learning, the administration and management are controlled by using quality assurance and criteria which according to their contexts.

The differences have been found that the Department of Mental Health attempted to integrate the ISO and HA standard into the personnel development target. Because the officers are closed to medical and mental health care, the standards have to be applied to be the criteria of the personnel development in order to fulfill the department mission under the Ministry of Public Health. Thus, the chiefs have to take part in decision of their officers' needs. Conversely, the Department of Community Development is focusing on the importance of "Human Capital" which identifies from "well-being" of the officers and the needs of the officers are identified by the theory of the training process.

The statements could be indicated that the two departments operate training model under the "Nature" of their professional fields; The Department of Mental Health operates training based on the standard and criteria while the department of Community Development operates training based on human being which are consistent to the mission of the departments.

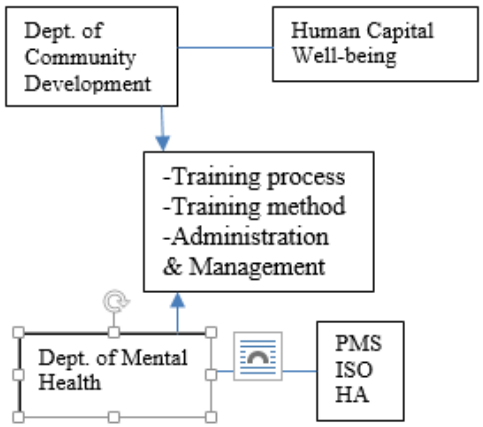


Fig.2 Training model application

Training model	Department of Community Development	Department of Mental Health
Concept	- Focusing on learning and learning exchange - Various resources impact effective learning - Human capital - Morality and well-being	- Self-exploring potential and self-development - Happiness and satisfaction in working lives - Systematic personnel development integrated with PMS, ISO 9001 and HA - Core competency of professional position - Training plan by blending the chief's decision and the officers' needs
Process	1. Training need setting by searching necessary competences, annual evaluation results and competence gap consideration. 2. Training curriculums designed by setting the training objectives, scope, instructional media and evaluation. 3. Training operation according to the plan 4. Training evaluation on under the criteria	1. Competency analysis and competency gap by the chief and the officers. 2. Training needs identification by the chief on skills development and career path 3. Evaluation by IDP
Method	1. Formal training such as training program for specific position 2. Informal training such as knowledge exchange, coaching, mentoring, IDP	1. Formal training such as specific training program 2. Informal training such as coaching, mentoring, E-learning
Administration & Management	- Knowledge Management (KM) - Quality assurance in four standards; 1) organization management standard 2) curriculum standard 3) training operation standard 4) personnel officer standard - Self-development guideline in five aspects; 1) IDP 2) challenging assignments 3) career path 4) participation of operation level officers 5) award allocation	- Quality assurance system as six core criteria; 1) curriculum 2) trainers 3) learning activity design 4) training location 5) trainees 6) training measurement and evaluation - Publicize the application of training on working operation. - Determining evaluation model and IDP in all units, morality and ethics self-evaluation

Fig. 3: Results on training model of the two departments

4. Conclusions

From the results of the study, the training model operation of the two departments harmonize with the characteristics of training that have to be flexible and specify based on the contexts of the organizations. It would be recommended that the effective personnel development for government organizations in Thailand should be recognized on the importance of "Human Capital" in order to drive the organizations successfully as well as according to the mission of the organizations. Thus, government policy and Thai National Economic and Social Development Plan are also necessary to be realized. Training and Continuing Professional Development (CPD) should be depth studied by the personnel officers regarding to provide the valuable and sustainable training. So, the trained officers will retain their skills and knowledge as well as apply to their working lives. The result on more efficiency will identify the cost of training is valuable to invest. This may shift the attitude of administrators in government organizations in order to focus on Training and CPD.

The question is why any other government organization have not been awarded PMQA in the section of the Human Resource Ad-

ministration since 2012 still be doubted. The results of the study could be applied to be the guidelines to operate the effective training but the problems of personnel development in the other organizations should be studied for clarifying their actual needs.

Acknowledgments

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