

EMPLOYEE CORE COMPETENCIES DEVELOPMENT CASE STUDY KHUKOT MUNICIPALITY

Metee Subprasopchock., Phd
Phranakhon Rajabhat University

Abstract

This research was aimed to study 1) personnel's core competencies, 2) issues and obstacles of developing personnel's core competencies, and 3) guidelines for developing core competencies of personnel of Khu Khot Municipality, Pathum Thani province. The research methodology used was a combination of qualitative and quantitative approaches. The qualitative approach used document research and study, behavioral observation to include observation with participation and observation without participation, group discussion, and in-depth interview. Whereas, the quantitative research approach deployed questionnaire as data collection tool conducted on 306 representative samples. Quantitative data analysis was done by descriptive statistics, percentages, and averages while the qualitative data analysis was done with interpretation-conclusion induction and content analysis of the data collected. The research discoveries are as follows.

1. The core competencies of Khu Khot Municipality personnel consists of 1) achievement orientation, 2) legal and ethical principles, 3) knowledge and understanding of the work, 4) leadership, 5) planning and systems thinking organization, and 6) teamwork.

2. The issues and obstacles of developing Khu Khot Municipality personnel consists of 1) policies and regulations of the government, 2) employment of personnel and assign them with tasks that are not competent with their knowledge and capability, 3) measures to monitor, control, and evaluate the performance, and 4) conflicts within agency.

3. The guidelines for developing core competencies are to build morale and spiritual support which consists of six steps: 1) creating a system to evaluate the core competencies, 2) creating personnel development database, 3) defining the core competencies of individual development plans, 4) implementing the planned core competencies development, 5) evaluating performance, and 6) creating incentives in work operation.

Keywords: Personnel Competencies, Khu Khot Municipality

Introduction

The development of the competency of the local administration organization is very important for the management. The performance under the guideline framework of the management by the new government sector, creates the changes of roles and processes of the government sector in many aspects. It emphasizes the occurrence of the achievement of the government official duties' performances, in accordance with the policies, frameworks, projects and activities, including the management of various resources with efficiency and effectiveness which will be worthwhile in correspond with the social context and the ever changing of the surrounding conditions. To success for the management of the government sector's performances, it should open the opportunities for the people to participate in the management process and the operation, in order to obtain the maximum benefits which will fulfill the real requirements of the people. The competency of the personals in the organization is very essential for the competency of the organization, especially the competency of the personals in the government agencies is important for the success of the management as per the strategies and the development of the country by government sector. Therefore, the Office of the Civil Service Commission (CSC) has determined the core competency of the civil officials of Thailand, in order to support and promote the civil officials who are assigned for the positions, to perform better missions of the duty and the competency will play the wider role in the development of the human resource management of the government sector. (Sumalee Sangsawang, 2007)

The municipality of Kukot is the local administration organization according to the principle of decentralization which is operated in accordance with the structural competence, operating method and guideline, in order to satisfy with the requirements of the people in the responsible area. This operation is to follow the legislations in the Constitution of the Kingdom of Thailand B.E. 2540 and B.E. 2550, in line with the Administrative Organization of the State Act, Issued No.5, B.E. 2545 and the Royal Decree relating to the Criteria and Method of Performing Good Governance B.E. 2546 which give the power to perform self-management within the local area. In addition, there should have the report of the operating outcome to the people, relating to the compiling of the budget, the spending and the annual outcome of the operation, so as the people can participate in the inspection and regulating of the management, as per Article 287, Paragraph 3. Currently, the Kukot municipality has the area condition and the expanding rate of being the city is high and the area of Kukot municipality is not far away from Bangkok. There is a project for construction of sky-train, Line: north green, portion: Morchit-Sapanmai-Kukot, distance of construction route: about 19 kilometers, consisting of 16 stations and railway: elevated throughout the route. The starting point of this skytrain is linked from the path of the route under the project of Bangkok Mass Transit System (BTS), at Morchit Station along Phaholyothin Road and ending around the area of Klongsong, at Kukot Station where the construction is in progress and is scheduled to finish in 2019, opening for service in 2020. It will help the network of BTS to become better which will cause rapid increasing numbers of population of Kukot municipality, including the numbers of concealed population who come into Bangkok to work, but have the residents in the area of Kukot municipality. These cause a lot of people come into Kukot municipality for services, therefore it could not satisfy the requirements efficiently. From the statistical data, the total satisfaction of the persons who receive the services at Kukot municipality, reduces from 2014 and 2015, as per Table 1

Table 1 Satisfaction of the persons who receive the services vs. the services of Kukot municipality, during 2011-2015.

	Year				
	2011	2012	2013	2014	2015
Satisfaction of the persons who receive the services	82.20	82.80	84.60	90.20	83.00

Source: Research and development institution of Valaya Alongkorn Rajabhat University, under the Royal Patronage

From the statistics, the satisfaction of the persons who receive the services vs. the services of Kukot municipality during 2011-2015, it is found out that in 2015 the level of satisfaction of the persons who receive the services, reduces from 2014, i.e. from 90.20% down to 83.00%, which may be the continuous result of the rather rapid expansion of the city. The population and the concealed population in the area, have increased a lot which causes the Kukot municipality could not fulfill the satisfaction of the people who receive the services, so it causes the level of satisfaction of the people who receive the services, reduces. Therefore, the Kukot municipality should develop the core competency of the personals, in order to able to perform the government works and to support the objectives of the organization, including to fulfill the requirements of the people with efficiency and effectiveness. From the conditions of the aforementioned problem, the Kukot municipality should have the research study relating to the core competency of the present personnel of Kukot municipality, including to find out the problem and obstacle of the development of the core competency of the personnel of Kukot municipality, in order to bring the results to use as the guidelines for developing the core competency of the personnel of Kukot municipality, to have the capability in line with the legislation of the Constitution, the management and the performance under the guideline framework for management by the new government sector, and later on the personnel will be able to achieve the sustainable development.

Objectives of the Research

1. To study the core competency of the Kukot municipality's personnel.
2. To study the problem and obstacle relating to the development of the core competency of the Kukot municipality's personnel.
3. To study the guidelines for developing the core competency of Kukot municipality.

Scope of the Research

The research scope for the development of the core competency of the Kukot municipality's personnel, is prescribed to study for the following details :

Sources of Data

The persons who give the essential data for this research, are : the administrators, members of the municipality, officials, regular employees and casual workers of Kukot municipality who perform the duties under the classification of the structural administrative agencies of Kukot municipality, LumLuk ka District, Patumthanee Province.

Content

To study the behavioral characteristics, knowledge, skill, character and attitude, including other behaviors of the individuals, within the Kukot municipality, who can perform the work under his or her duty and achieve the criterion of the objectives, or higher than the prescribed criterion and can render the services to fulfill the requirements of the people with efficiency and effectiveness.

Duration

Duration : 1 year, during May 2015 – May 2016.

Method of Research Operation

To research for the subject "The development of the core competency of Kukot municipality", it was carried out by the combined research models which consist of : qualitative research method and quantitative research method. The researcher used the qualitative method by the method of studying and researching the documents, the behavioral observation – both by participating observation type and non- participating observation type the group conversation and the in-depth interview. These operations are to find out the core competency of the personals, the problems and the obstacles relating to the development of the core competency of the personals and the guidelines for developing the core competency of the Kukot municipality's personals. Then analyzing the content and the data which were obtained from the qualitative research, will be brought to synthesize to become the conceptual framework of the core competency of the Kukot municipality's personals and of the problem and obstacle relating to the development of the core competency of the personals and to become the fundamental guidelines for developing the core competency of the municipality's personals. In addition, the researcher also used the method of quantitative research, by applying the questionnaires as the tools for research, to collect the data from the population of total 306 persons which consisted of municipality's officials, regular employees, employees who were hired in accordance with the missions of the municipality and general officials of Kukot municipality; in order to verify and to assure for the conceptual framework of the core competency of the personals and of the problem and obstacle relating to the development of the core competency of the personals and the guidelines for developing the core competency of the Kukot municipality's personals, whether the data are correct and reliable. Then, find out the conclusions of the research.

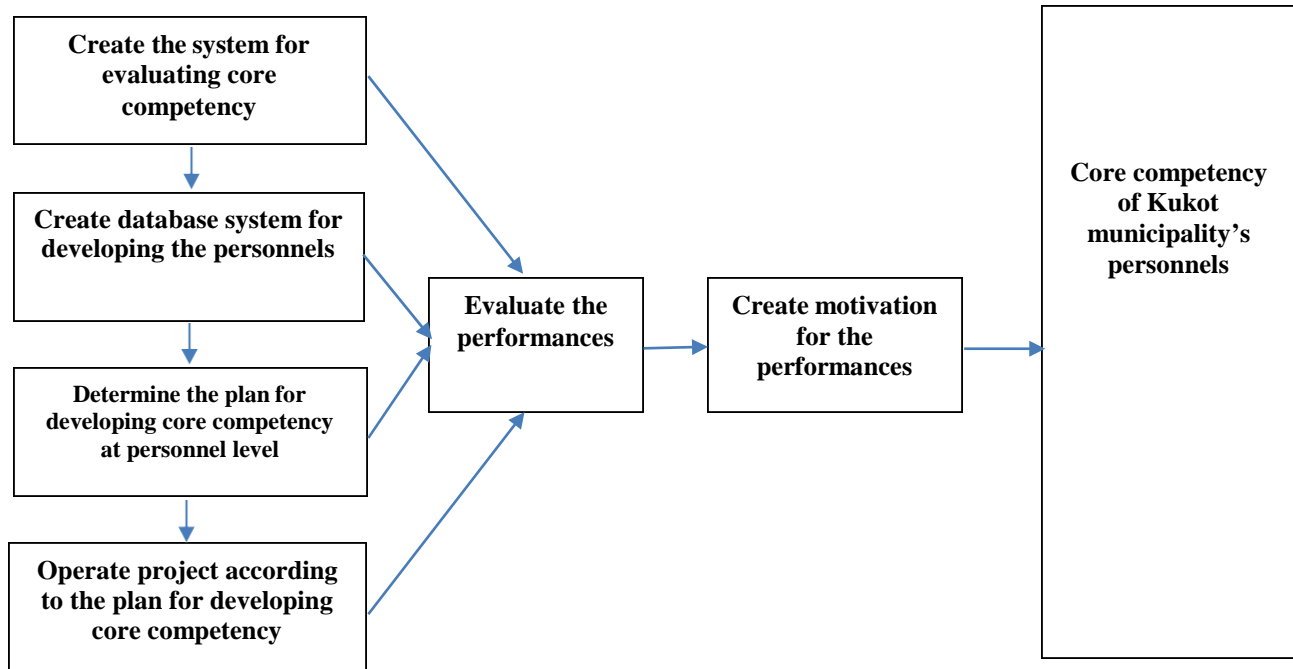
Conclusions of the Research

The first objective: the core competency of the Kukot municipality's personals which will help the personnel to perform the works successfully per the criterion of the objective, or higher than the prescribed criterion, consists of: **1) Achievement.** It means to perform the work until it achieves the objective of the organization, by aiming for the production and the outcome of the work, and to try to improve the process of the performance by considering the maximum benefits of the organization and of the people. **2) Stick to the principles of law and morality.** It means to perform the work with transparency and the work can be inspected. The personnel is honest for the duties and is responsible for the duties and performs the work promptly, including sticks to the principle of good governance and the regulations of the government. **3) Skill, knowledge and understanding in the work.** It means the academics knowledge, technics, management, thinking process, accumulating the knowledge or skill; and be able to transfer the knowledge to others relating to the work performance in the competency of his or her position and duty. **4) Leadership.** It means the ability, effort or the process to make other persons to behave and to perform the work in accordance with the requirement by aiming the organization as the target. In addition, the personnel must be the person who has morals and virtues, sticks to the law and justice and the righteousness of the work performance –

having the ideology of the public. **5) Planning and arrangement of thinking system.** It means the ability to plan, to think systematically, to set the sequences of importance of the work, to determine the target, to follow-up and to evaluate own achievement and the improvement of the working process in order to fulfill the objective of the organization, and **6) Teamwork.** It means the true intention to cooperate to work with others or being a part of the group. The person who practices teamwork, may have the status of being the superior or may be the member of the working-group which has the ability of coordination, has to understand and listen to or accept the opinions of the colleagues and stick on the principle of compromising.

The second objective: the problem and obstacle relating to the development of the core competency of the personnel of Kukot municipality, consists of: **1) Policies and regulations of government.** Kukot municipality has to determine the policies relating to the management of the municipality to conform with the policies relating to the management of the country. After there is a change in politics, it will effect to the change of the government which causes the changing of the policies to manage the country and it is same that some of the government regulations may not be proper for performing the works of the municipality. **2) To recruit the personnel and the assignment of the work is not corresponding with the knowledge and ability.** The management of the local administration organization (LAO) comes from the election, by the voting of the people in the local area which, sometimes, causes the management of such LAO may be asked for the favors, relating to the benefit, from some particular group of people which voted for such member of the LAO, or for such group. Therefore, the management of organization or the recruitment of personals, could not perform with merit system completely. There might be some patronage system in the organization management, so it causes the personnel recruitment may be coming from patronage system. To ask for favors from the relatives or from the group of people who voted for the management, may cause the management to be in the difficult situation and finally the management unavoidably has to accept those personals who are the children or relatives of the group of people who voted for the management, therefore it causes to be unable to recruit the personals who have knowledge and ability matching with the field of work which might effect to the management of the municipality. **3) Measures for follow-up, control and evaluation of the outcome of the work performance.** The numbers of the personnel of Kukot municipality are not enough when compares with the ratio of population numbers, so some personnel have to be responsible for the work of many duties simultaneously, until it is over the competency of the work performance. It causes the result that the personnel are unable to follow-up, control and evaluate the outcome of the work performance of the operation of their own projects thoroughly. **4) Conflict in the agency.** Conflict is the reason why the performance is not prompt and it is the cause which makes the personnel could not achieve the objectives or could not reach the target of the work. It may occur due to the difference of the opinions, or each party receives the different data, or there is no discussion to obtain the conclusion together which may cause misunderstanding which will result to the late performance and unable to complete the work within the prescribed duration. There might have the gathering of the groups within the agency or outside the agency and bring the personal conflict or the conflict of the group of people, to connect with the work performance which might cause prejudice against the work performance. This may cause the work unable to fulfill the objective in accordance with the criterion, or higher than the prescribed criterion, and **5) To create morale.** To create morale will help the personnel in the organization having motivation in the work performance. It will make the personnel to have mood, feeling, satisfaction and positive attitude. The subordinates will express out, in the form of willingness and enthusiasm which will make such performances to be able to fulfill the objectives with efficiency and effectiveness. On the contrary, if the personnel lack of morale or have low level of morale, or they lack of enthusiasm or have little enthusiasm in the performance of the work, consequently they will not express their willingness and enthusiasm in the work performance.

The third objective: the guidelines for developing the core competency of Kukot municipality. These guidelines are developed in order to help the personnel to possess the good core competency and are able to perform the work, until it fulfills the objectives and targets in accordance with the criterion or higher than the prescribed criterion. It will help to maintain the maximum benefits of the people in the area of Kukot municipality or in the concerning area, so as the personnel can develop the country with efficiency and effectiveness, and later on they will be able to achieve the sustainable development; as shown in Picture No. 1 :

Picture No.1 : Guidelines for developing the core competency of Kukot municipality

There are 6 steps for the guidelines to develop core competency of Kukot municipality. The guidelines and steps can be explained as follows :- **1) To create the system for evaluating the core competency.** The Kukot municipality has the objectives and targets to develop and solve the problems in order to satisfy the requirements of the people in the municipality area and the concerning area. Therefore, the Kukot municipality's personals must have core competency to be able to perform the works, until fulfill the objectives and targets of the municipality. The municipality has to provide the system for evaluating the core competency of the Kukot municipality's personals, as each individual personnel. The municipality should create the Testing Form and the Form for evaluating the core competency of the job-position, in order to test the core competency of each individual personnel. These will help the municipality to know the data, and then later on, for making the database system to develop the core competency of the Kukot municipality's personals. **2) To create the database system for developing the personnels.** After obtaining the data relating to the core competency of each individual personnel of the Kukot municipality's personnel, then record the data in the database system for developing the personnels. Now, the municipality could know the basic data of the Kukot municipality's personals, as per the duty-position of each individual personnel. Then, bring the data of each individual personnel's core competency, to classify into groups of core competency which require the development. It will be convenient for making the Project "Development for the core competency of the Kukot municipality's personals" and they can be used as the basic information to make the decision, or to determine the policies of the administrators and chiefs of government agencies of Kukot municipality. **3) To determine the plan for developing core competency, at the personnel level.** After bring the aforementioned data of each individual personnel's core competency of Kukot municipality, to classify into groups of core competency which require development. Then, bring the classified data to determine the plan for developing the core competency of each individual personnel, in order to be able to plan for the making and operating the Project "Development for the core competency of the Kukot municipality's personals", in line with the database system and the aforementioned plan for developing of core competency with efficiency and effectiveness, **4) To operate the Project according to the plan for developing core competency.** After bring the data of core competency of Kukot municipality's personals, to classify into groups, then bring them to plan for the making and operating the aforementioned Project "Development for the core competency of the Kukot municipality's personals". In addition, bring the aforementioned plan for developing each individual personnel's core competency, to operate according to the project which the municipality has planned for developing such personals, or such personnel can be sent to other agencies which arrange for the training to develop personnel, in the subject which such personnel require the development of the core competency, as each individual personnel. **5) To evaluate the performances.** After operated such project according to the plan for developing the

personnel of Kukot municipality, the municipality is requested to make the performance evaluation system according to the core competency framework which is intended by the personnel of Kukot municipality. Then carry out the evaluation of the performances, in order to know the data of the development of the core competency of each individual personnel, after operated such developing project. After that, bring the obtained data to analyze for core competency of each individual personnel again, in order to bring the data to develop the competency of the part which is required for development, and **6) To create motivation for the performances.** After already evaluated the aforementioned performances of the Kukot municipality's personals, the municipality is requested to make the motivation creating system of the personals, according to the framework of competency development, in order to create the morale. This morale will help the personnel to have mood, feeling, satisfaction and positive attitude. The subordinates will express out, in the form of willingness and enthusiasm which will make such performances to be able to fulfill the targets with efficiency and effectiveness.

Recommendation

The core competency of the personals in the organization is very important for the competency of the organization, especially the core competency of the personals in the government sector agency is very important for the success of management in accordance with the strategy and development of the country by government sector. The government sector agency should make the plan for developing the core competency of the personals, in line with the organization's context. This plan will help the personals to have the desirable competency which will enable the personals to perform the government official duties and to be able to fulfill the objectives per the criterion or higher than the prescribed criterion, in order to satisfy the organization's objectives and the requirements of the people in the area. In this plan, it should include the making of the database system of the personals and the creation of the evaluation system

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