GUIDING PRINCIPLES TO IMPROVE THE HIGH PERFORMANCE AND POTENTIAL SYSTEM: THAILAND CASE STUDY

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The High Performance and Potential System (HIPPS) was developed by the Office of the Civil Service Commission (OCSC). This system focuses especially on workplace learning, work rotation, and training to develop these people to be effective senior professional level officials in the future. The main objective of HiPPS was to prepare the government officials with high work performance and potential for development and learning through the workplace learning strategies: job rotation, coaching, job delegation, and training. Therefore, the government officials under HiPPS would progress in their career paths or become top executives, within a proper period of time. The purpose of this qualitative study was to assess current status and explore guiding principles to improve The High Performance and Potential System. A series of in-depth interview with senior government officers and well-known private consultants was conducted to find guiding principles to improve The High Performance and Potential System. The qualitative data were analyzed by the content analysis. The findings reveals important factors in successfully develop HiPPS are accountability, leadership, communication, values, and continuous learning.

Keywords- Professional, Performance, Leadership, Accountability, Communication

I. INTRODUCTION

Office of the Civil Service Commission has developed High Performance and Potential System (HiPPS) as human resource development plan in order to systematically prepare the high potential government officials. This system focuses especially on workplace learning, work rotation, and training to develop these people to be effective senior professional level officials. The main objectives is to recruit, retain, and motivate the high quality government officials to continue working in the government departments; to continuously and systematically develop the Civil Service Officials who have high potential; to prepare enough leaders with high quality and critical development experience to be Senior Executives and Senior Professionals in dual track for the future.High Performance and Potential System (HiPPS) put an emphasis on improving high potential government officials in Practitioner Levelor Professional Level to be Senior Professional Level within 2-10 years. This system has intense recruiting process and the talents in this program are motivated with both monetary and non-monetary benefits.HiPPS gives opportunity to these talents to prove themselves and provides Career Path by using Experience Accumulation Framework technique or EAF developed by Office of the Civil Service Commission and other developing techniques in order to pave the way for these high potential talents to progress according to their capabilities and be the high qualified human resource for government departments(Office of the Civil Service Commission, 2013).

PRIDE Talent Management System

Talent Management process is very complex and is therefore, very difficult to handle (Bersin, 2015;Yapp 2008).PRIDE talent management system consist of 5 mechanisms included planning, recruiting & selecting, institutionalizing, developing, evaluation and monitoring which serve the sole purpose of the whole process is to place the right person at the right place at the right time. Planning stage is to identify the key drivers and challenges that could impact HiPPs' ability to achieve its goals. It is the preparatory stage and plays a crucial role in success of the whole process.Recruiting & selectingis to attract, select and appoint suitable HiPP's candidates. Institutionalizing is to establish a standard practice or activity as a norm to HiPPs' culture, allow HiPPs to participate and involve in decision making process, and prepare succession planning for next generation HiPPs in near future.Developing is to invest in HiPPs' ongoing learning, training, and career development to achievable goals. Evaluation and monitoring is to assess the performance of HiPPs and their projects to improve performance and achieving results (Pankratz, 2008).

Research Objectives

1. Assess current status of High Performance and Potential System
2. Explore guiding principles to improve The High Performance and Potential System.

Research Design

This exploratory qualitative case study took place in several government office in Bangkok Metropolitan areas. As an outsider to the cultures of the study, the researcher was able to develop rapport with the participants. Data collection took place over a month; however, the researcher communicated with the key informants in order to create trust and to obtain research ethical approval several months prior to visit the site of study. The empirical data were collected

through semi-structured interviews as well as site observations. This study has 7 key informants consists of senior government officers and well-known private consultants. This study used a purposive selection technique. Data were also collected through observations at public schools and private schools and its nearby communities.

Findings

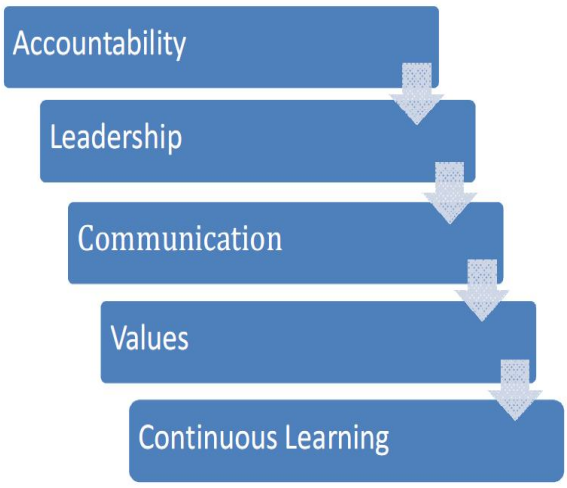
A series of in-depth interview with senior government officers and private consultants was conducted to assess current status and explore guiding principles to improve The High Performance and Potential System. The qualitative data were analyzed by the content analysis.

II. THE CURRENT STATUS OF HIGH PERFORMANCE AND POTENTIAL SYSTEM

Senior government officers and private consultantsreveal the current assessed the PRIDE talent management system. The overall finding indicated low status of the system. Most key informants ranked recruiting & selecting, institutionalizing, developing, evaluation and monitoring as the most effective mechanism while planning was ranked as lowest. The key information claimed HiPPs are normally overwhelmed from heavy workload so they are less likely to have time for training and development. In addition, the key informants mentioned the system are lack of participation, career path and succession planning, job rotation, monitoring and evaluation.

1. Guiding principles to improve The High Performance and Potential System.

The findings reveals important factors in successfully develop HiPPS are accountability, leadership, communication, values, and continuous learning.



Accountability

Accountability is an obligation of HiPPs' management and the responsible agencies to account for its activities, accept responsibility and to disclose the results in a transparent manner.

Leadership

Leadership is the individuals who are the leaders of the HiPPs. The activity of leading a HiPPsinvolves establishing a clear vision, sharing that vision with others so that they will follow willingly,providingthe information, knowledgeand methodsto realize that vision, andcoordinating and balancing the conflicting interestsof all membersand stakeholders.

Communication

Communication is a process by which activities of a society are collected and coordinated to reach the goals of both individuals and the collective group. It is a subfield of general communications studies and is often a component to effective management in a workplace environment.

Values

Values is beliefs held so strongly that drive HiPP's behavior and dictate how they interact with and treat each other. Values affects the way HiPPsinteract with each other, with stakeholders. In addition, it also affect show much employees identify with the system.

Continuous learning.

Continuous learning is about increasing knowledge, further expanding our skill-set in response to a changing environment and new developments. The continuous learning of HiPPs would entail a behavior and perception change as theydevelops their own competencies, skills, and knowledge.

III. DISCUSSION AND CONCLUSION

The emergence of a knowledge based society is now and forever changing the notion of talent management. Talent management concept plays a crucial role in building a sustainable organizational success. The factor that successfully develop HiPPS are accountability, leadership, communication, values, and continuous learning. Developing effective talent management can integrating HiPPs to move an organization forward in the globalized world as it has found to influence various organizational outcomes (Bersin, 2015).

Limitations

This study utilized a cross sectional method. Thus, the causal inferences cannot be truly drawn. Therefore, longitudinal or experiment studies are recommended to strengthen the study.

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