

# **TU Transform HR Strategy 2019-2023**

**Prepared by**

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During the past decade, the universities in Thailand have gone through a dramatic change of becoming self-managed and autonomous universities to turn them around and more competitive in the international stage. About twenty-eight universities in Thailand had been transferred to the new governance, having more autonomy in managing its own human resources, money and budget, policies and directions. All autonomous universities will be supervised and monitored by Office of Higher Education Commission (OHEC), Ministry of Education regarding its quality of education, programs assurance, and university ranking.

In 2015, Thammasat University became an autonomous university. A year later, it has created its own law and regulations on human resources management, but based on Civil Service Commission (CSC), the central personnel of Thai bureaucracy. The mixing of two personnel management systems in Thammasat University, like other autonomous universities in Thailand, has led to the confusion of human resources management and development of self-managed universities. On one hand, the government attempts to downsize the oversized bureaucracy by transferring government activities to other forms of management to cut down the budget burden. At the same time, the universities need to serve the people at large in order to increase the literacy rate, but with less budget support from the government. The

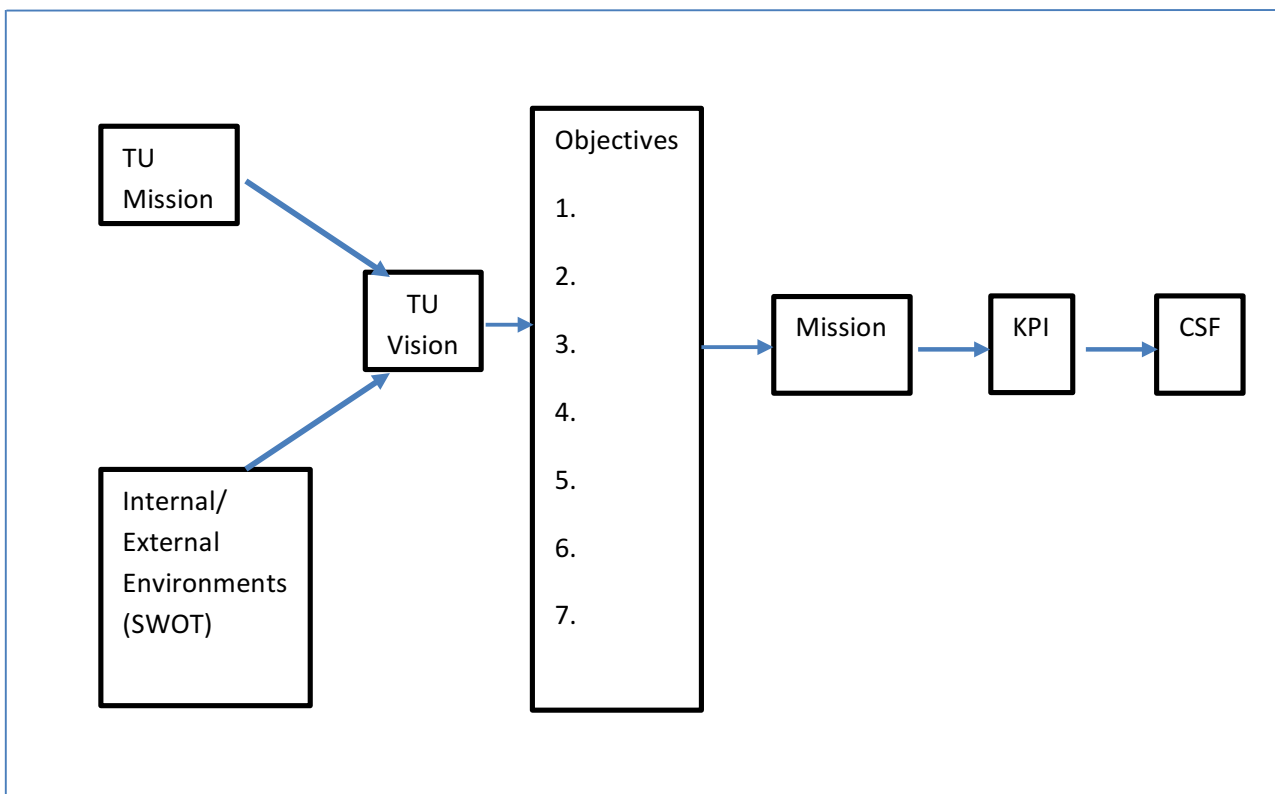
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university is now facing difficult time of changing and adapting its organizational culture. In this plan, Thammasat Univesity is trying to transform, not disrupt, its HR practices in responding to rapidly changing environment through the planning process in defining strategy and leading it to the prospective future based on the systematically created and analyzed HR databased. The process of strategy planning for human resources management at TU can be shown in the following chart below.

### TU Strategic Planning Process



**Strategic Planning Process** as follows:

1. Vision setting
2. Mission Statement
3. Define Objectives
4. Define Strategy

5. Define specific measurable targets for each units
6. Set Action Plans in accordance with above mentioned objectives and targets for future resources allocation in the next five years
7. Implementation of action plans
8. Get feedback by comparing with step 5 for further revision from step1 to 7

### **Thammasat University (TU) Vision**

- “Grooming Next-Generation Leaders for Thailand and International Communities”.

### **Thammasat University Mission**

- Producing graduates with GREATS qualities
- Developing research and innovation that can lead to the betterment of Thai society and global
- Developing domestic and international collaborative networks
- Focusing on quality of academic and health care to international standard
- Aiming for the stability and sustainability through modern management

### **HR Mission**

- To manage and develop our Human Resources for internationally academic and research excellence with modern and highly effective performance

### **TU Organizational Culture**

- Thammasat University follows its guiding philosophy to uphold academic excellence, services to society, promotion

of arts and culture, social equality and social justice under the philosophies of constitution and democracy.

## **SWOT ANALYSIS**

The analysis has been done based on HR database and relevant performance data for future direction of TU toward internationalization university and university for the people. The results of the SWOT analysis are as follows:

### STENGTHS

- a renowned university in high demand for undergraduate studies
- Strong in social sciences and growing in the development of technological sciences and health sciences
- a reputation university with respectable and successful alumni in public and private sectors
- a strong philosophy of serving the people
- a self-manage autonomous university

### WEAKNESSES

- Depend too much on government budget and civil servant workforce
- Limited workforce policy from the government
- Bureaucratic management based on fixed and inflexible structure
- Rule based management, rely heavily on government regulations and process, making it unadaptable to changing environments

- Various types of personnel, namely civil servants, staff changing status from civil servants, staff by contract, and staff paid by university income. Each has different performance evaluation policy, making it difficult to do the assessment and to develop multi-tasking skills across functions
- Dual systems of governance, centralize and decentralize to the other campus/centers, leading to high cost of personnel management and underqualified staff recruitment in decentralized centers due to distance.
- HR data reveals high number of lecturer position holding bachelor and MA degrees.
- The ratio of profit-centers or self-managed units is low, mostly still rely on government budget.
- Faculty/Institutes/College have too much autonomy in defining their own performance which do not comply with university demand and requirements.
- Performance evaluation has not been applied at all levels of management throughout the university (faculty and departments).
- The results of annual quality assurance have never been utilized to provide feedback for further development.
- Rewards allocation and promotion have not been done and decided based on output or real performance. It is mostly decided by personal or inform basis and it is given it fix amount.
- The organizational and administrative structure of Rector Office and Faculty/college Secretariat Offices are not flexible. The rewards system is fixed, not based on individual performance which makes it hard to change.
- Individual and organizational performance results have never been used to make changes in the organization.

## OPPORTUNITIES

- Aging population in Thailand
- Alumni are ready to support the university financially and in any way they can.
- Government policy support the development of science and technology innovation for business development
- TU has offered variety of different disciplines ranging from social sciences, science and technology, and health science responding to
- Pattaya Campus located in the Eastern Part of Thailand where it can serve the government policy of Eastern Economic Corrido (EEC)

## THREATS

- Lack of understanding of TU Administrators and personnel about the status of university as an autonomous university
- The ability to self-manage and earn more income to university is low.
- Budget and income mostly come from government, tuition fees, research grant, and intellectual property rights are low.
- Low birthrate in Thailand
- The root of its philosophy is to serve the people, making it vulnerable to make an increase in education fee much more difficult.
- Organizational values do not welcome change and it would take more time and resources in doing so.

## **Objectives**

- 1) World Class Staff for Academic & Research
- 2) Modern HRM – Digital HR

3) Excellence Human Capital

4) High Performance Organization & Evaluation & Risk  
Management

Details for each objective for the next three to five year development are in the following table.