CHAPTER 2

PROJECT DESCRIPTION

2.1 Introduction

The Project of Thailand International Public Sector Standard Management System and Outcomes or Thailand International P.S.O. was initiated and developed from the policies for Thailand International Standard Development with focusing on establishment of operation management standard system as well as establishment of standard systems for the primary outcomes, ultimate outcomes, and productivities resulted from the operation management of the overall public service system. Chronologically, it began with the 8th/ 1998 Conference of the Civil Service Commission on the 14th of September 1998 with Mr. Chuan Leekpai, the Prime minister, as the chairman. There was deliberation of proposals from the Committee of Effectiveness and Public Service Standard Promotion in conjunction with the Committee for Supervision of Public Services. A development plan for the project of Thailand International Public Sector Standard Management System and Outcomes was proposed with the objectives to develop standard operation management system for public services that could serve the entire population effectively and evenly in accordance with the purposes of Section 75 of the 1997 Thai Constitution, which stated that " ...the State shall monitor compliance with the Human Right Laws and shall be responsible for management of the juridical procedure to be effective and fair, for providing juridical services for the people with fast speed and equity, as well as organizing the public service system and other governmental operation to be effective to meet people's needs...".

The key objective of the Thailand International P.S.O. Project was to lift up the standards of the entire public service system primarily focusing on participation of public servants of all sectors and all levels. Such participation could be in form of mutual learning, providing collaboration by completing their main responsibilities in consistent with the cultures of each locality and each area. Managing Thailand International Public Sector Standard Management System and Outcomes will focus on the overall outcomes of the entire governmental system with collaboration of all public sectors in development of their outcome standards with the objectives to achieve maximum ultimate outcomes, particularly in terms of equity, equality, personal and property safety, rights and privileges, even accessibility of services, satisfaction of the people, effectiveness of public sectors, economy, rightness, building of senses of belonging among public servants, contentment, and better quality of life of the entire population. These all contributed to the Gross National Productivity of the country as the factors influencing determination of standard criteria and key performance indicators, which are various for different sectors depending on their primary and secondary responsibilities, locations, leaders, and job descriptions. Standard development of public sector management system was implemented for 10 public systems including:

1. Information system with 1101 standard system

2. Communication system with 1102 standard system

3. Decision making system with 1103 standard system

4. Personnel development system with 1104 standard system

5. Audit and monitoring system with 1105 standard system

6. Participation system with 1106 standard system

7. Public service system with 1107 standard system

8. Evaluation system with 1108 standard system

9. Crisis prediction and solving system with 1109 standard system

10. Professional ethics and culture system with 1110 standard system

And standard development for work outcomes in accordance with the 2101 standard system emphasized on ultimate outcomes, which comprised of:

1. Performance or outputs that are standard for each sector.

2. Outcomes

3. Ultimate outcomes

4. Prevention system of unintended consequences

The Roi-Et Provincial Public Health Office is a government sector that is a center for public health operation management at provincial level, a center for public health information and data necessary for work operation, responsible for development of public health sectors under supervision at all levels to be in compliance with professional standards as well as responsible for providing public health information services for other related organizations and for the public. It is, therefore, necessary to develop the sector to international standards, especially with the information system which is a foundation in development of other sectors for public services with high quality, evenness, and fairness possible. The information system (P.S.O. 1101) was selected, as there have been problems with the information system in the past as in the following:

1. The current information is not complete and inclusive for utilization in the jobs.

2. Searching process for required information is slow.

3. The information and data were often incorrect and mistaken.

4. There was no network or connection between the databases with other information systems.

5. The information and data were not up-to-date.

6. People who received services did not trust the information, as the same types of data from different sources were different in terms of correctness.

7. Storage of information was responsible by certain people and the information is not accessible to other people.

8. There was no order and classification system in data storage, it is, therefore, difficult or time-consuming to audit.

9. Storage and collection of data is responsible by certain people, lacking of participation of other people in the information process resulting in a lack of information development.

Therefore, to develop the information system to the required standards the Roi-Et Provincial Public Health Office proposed its intention to the Institute of Thailand International Public Sector Standard to request for support for development of the organization's information system in accordance with the P.S.O. direction (P.S.O. 1101).

Information system

Information is an output gained from a system management to be used in accordance with objectives of a job. Therefore, information is a collection of existing materials in a normal document system and then organizing them for uses in a job. Standard information must be information that can be effectively used in a job with satisfied outcomes. To achieve this, it is necessary to have an information system that can organize and connect all related data for a particular job within a particular sector and can utilize such information in a job effectively with satisfied outcomes. The P.S.O. 1101 system imposed the attributes of standard information that are beneficial to an organization in utilization of the information in a job with 9 characteristics as follows:

1. The information is complete and inclusive.

2. The information system is fast.

3. The information is correct.

4. The information system is inter-connected as well as connecting with other information systems.

5. The information is updated.

6. The information is reliable.

7. The information system is accessible.

8. The information is auditable.

9. People are able to participate in information assignment process.

2.2 Goal and objectives

2.2.1 General objective

1. To develop the information system of the Roi-Et Provincial Public Health Office to be in accordance with the standard criteria of the P.S.O 1101 system.
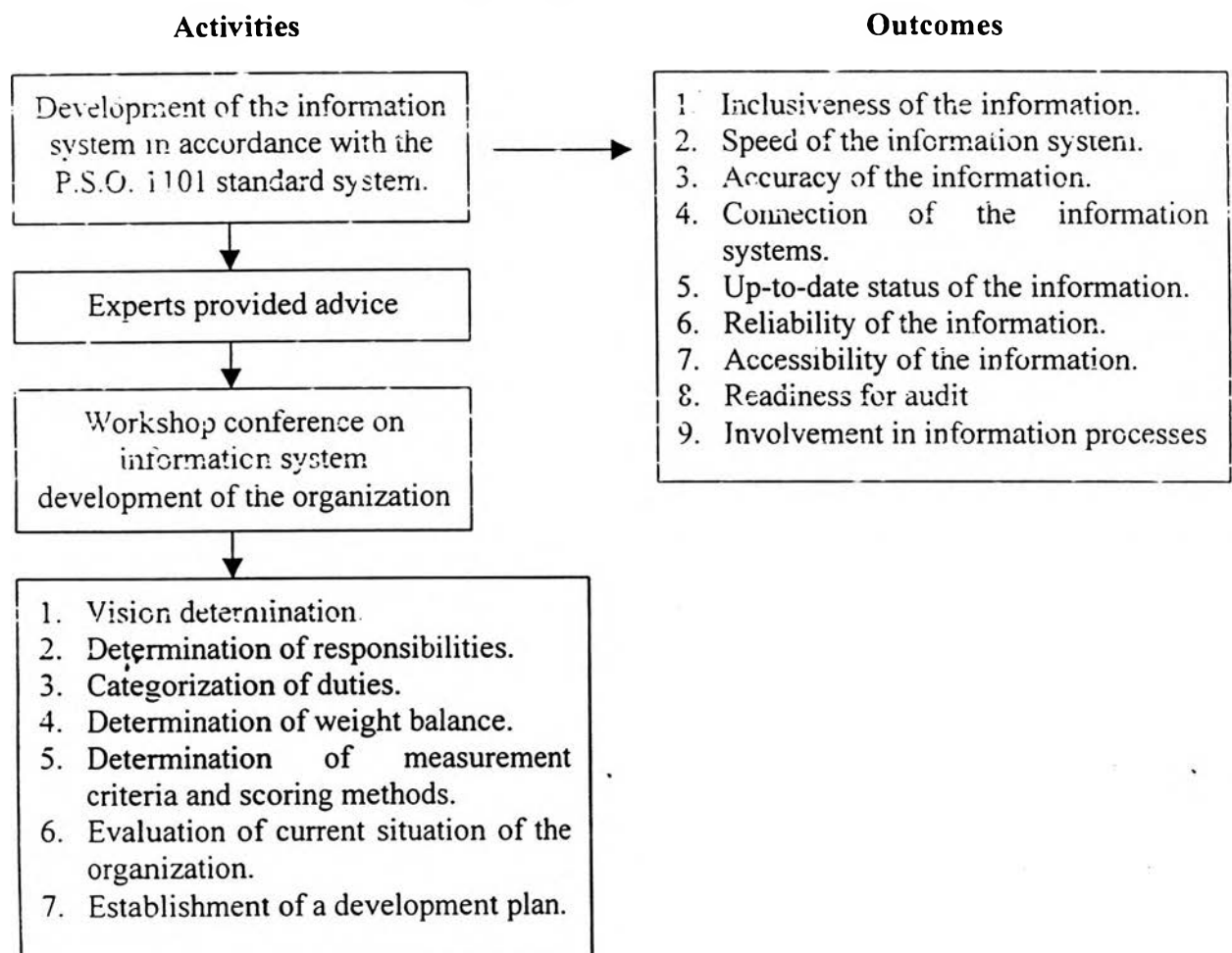
2.2.2 Specific objectives

1. To encourage participation of every staff in organizational development activities in accordance with the P.S.O. 1101 system.

2. To develop the information system of the Roi-Et Provincial Public Health Office in accordance with the 9 standard criteria as follows:

   i.   Inclusiveness

   ii.   Speed

   iii.   Accuracy

   iv.   Connection

   v.   Updating

   vi.   Reliability

   vii.   Accessibility

   viii. Readiness for audit

   ix.   Involvement in information processes

2.3 Approaches, methods, and/or techniques

2.3.1 Methods

This project was operated under regular supervision and advice of experts with participation of all staff. The project was evaluated using participatory process by project team personnel. The conceptual framework of this project is shown in Figure 2.1.

Figure 2.1 Conceptual frameworks for the information system development operation of the Roi-Et Provincial Public Health Office in accordance with the P.S.O. 1101 system

(The Handbook of P.S.O Primary Operation, the Institute of Thailand International Public Sector Standards, 2001)

Activities	Outcomes
Development of the information system in accordance with the P.S.O. 1101 standard system.	1. Inclusiveness of the information. 2. Speed of the information system. 3. Accuracy of the information. 4. Connection of the information systems. 5. Up-to-date status of the information. 6. Reliability of the information. 7. Accessibility of the information. 8. Readiness for audit 9. Involvement in information processes
Experts provided advice	
Workshop conference on information system development of the organization	
1. Vision determination 2. Determination of responsibilities. 3. Categorization of duties. 4. Determination of weight balance. 5. Determination of measurement criteria and scoring methods. 6. Evaluation of current situation of the organization. 7. Establishment of a development plan.	

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2.3.1.1 Step 1: Vision determination

The objective of this operational step was for participation of every staff in brainstorming about the required model or attributes of the organization in the future. Vision is the desired future states that the organization needed to set up to be a direction for organizational operation. However, operation of the organization must comply with the code of laws and be in accordance with the actual environmental status. In addition, vision could also indicate the overall framework of the development activities of which the organization is capable. Determination of vision could be through 2 forms, which are:

1. All members of the organization are allowed to participate in determination process.

2. The executive management personnel of the organization are responsible for the determination process.

In the first method: all members of the organization are allowed to participate in determination process, the head of the sector organized a workshop conference which allowed opportunities for every staff within the sector to participate in the meeting and in discussion on the desired future of the sector. The meeting might adopt techniques of environmental analysis for the members of the sector to write their desired aspects of the sector including the potential strengths, weaknesses, opportunities, and obstacles. After that the head of the sector summarized the major points and set priorities of each points.

In the second method: the executive management personnel of the organization are responsible for the determination process, the head of the sector conducted a meeting

only for the executive management personnel with previous assignment for those personnel to organize meetings with their staff within sub-sections to conclude the issues of responsibilities, problems and obstacles, and things they wished to see happened in the future. In this special meeting, the heads of sub-sections in conjunction with other executive personnel participated in discussion and analysis of responsibilities, problems and obstacles, and things they wish to see happened in the future and to obtain conclusion for those issues. After that the sub-section heads summarized the main points and set priorities for those points.

Vision states is normally written in form of phrases with possible extension of phrases resulted from priority setting of various main points and after the meeting bodies agreed to it (The Operation Handbook for Accreditation of Thailand International Public Sector Standard Management System and Outcomes, Chaipeum A, PhD., 2001).

2.3.1.2 Step 2: Assignment of responsibilities

The objective of this operational step was for the staff to participate in determination of responsibilities for the sector to achieve the vision goal set up previously.

Responsibilities or duties are jobs that relevant sectors must complete. They described that which sector is responsible for what duties, for instance, to supervise, to control, to implement, to proceed, to promote, to support, to coordinate, to provide services and so on. Responsibilities will govern or determine the activities and the management resources required to complete the activities and will distinguish one operational sector from

another sector with their own attributes. To respond with the imposed vision of the sector, after the sector has completed its tasks, it is considered to have completed its responsibilities with the work outcomes. Consideration for accreditation of P.S.O. for a particular sector will mainly involve consideration of work procedure to achieve the outcomes. That is considering that if there are standards in the work procedure for each task by looking at the way by which the activities are run and the management resources are utilized. Therefore, determination of clear, tangible and practical responsibilities is considered to be very critical.

Responsibilities of public sectors in general can be classified into 3 types as follows:

1. Key or primary responsibilities

2. Secondary responsibilities

3. Support responsibilities

The first type is the primary duties of each public sector as specified by the Public Sector Allocation Regulations or other regulations imposed a particular sector to be a primary sector with authority as stated by the regulations and the responsibilities of the sector will be assigned by the superior sector.

The second type contains jobs that a sector can function and the regulations may authorize the sector in the second order. The secondary responsibilities cover duties that can be self-assigned under the authority given by the Public Sector Classification Regulations or by other regulations that give authority to operate certain duties in

corresponding with environmental changes or special responsibilities that a sector needs to function occasionally by additional assignment from the superior sector.

The third type contains support responsibilities that a sector needs to complete as part of administrative management, for example, financial budget, personnel management, parceling and so on.

Method of responsibility assignments

There are 2 methods for determination of responsibilities, similarly to those for vision determination. If one method is selected for vision determination process, it should also be continuously adopted for determination of responsibilities.

2.3.1.3 Step 3: Categorization of duties

The objective of this operational step was to clearly categorize responsibilities of the sector into primary, secondary, and support responsibilities.

After the sector has set out its vision for the future and has determined its primary, secondary, and support responsibilities, the next step will truly assist the sector in reviewing and investigating its functions and roles. That is the step of responsibility categorization. Categorization of responsibilities into each of the above types must refer to the relevant code of laws, regulations, and orders that have given authority to do so.

Methods of responsibility categorization

The section head should assign the tasks for sub-section heads that should be previously completed for each sub-section. After that, they participated in a discussion meeting with the section head as a chairman. In discussion session, the outcomes of responsibility categorization were looked at in conjunction with the entire scope of responsibilities and the imposed vision every time.

Categorization of responsibilities should be based on the activities of the sector by filling out the form provided (Form # 1).

2.3.1.4 Step 4: Weight score determination

The objective of this operational step was to determine the significant score for each duty in order to set priority for any potential problems.

This is done by analyzing responsibilities in each category (i.e. primary, secondary, and support) in comparison with those of other sectors. There are normally differences in job description, quantity, and proportion for different sector and for the sectors with similar responsibilities in different localities. These factors would contribute to different weight scores for different tasks. Specification of weight scores for different tasks will help organizations in setting up their work plans by categorizing their tasks as well as having measurement criteria for analysis and determination of different information qualities. The qualities of the information are characterized by giving weight scores for all 9

standard criteria in percentage unit and this must be done for every individual task. For each task, it is not necessary to have the same weight score for the same criteria.

The Institute for Thailand International Public Sector Standard had imposed 9 standard criteria for the P.S.O. 1101 system. Since different standard criteria might have different significances in different sectors, it is responsibility of the sector to determine its own weight scores for each criterion. Those 9 standard criteria included 1. Inclusiveness 2. Speed 3. Accuracy 4. Connection 5. Updating status 6. Reliability 7. Accessibility 8. Readiness for audit and 9. Participation in information processes (The Handbook for P.S.O. Primary Operation for Regional Public Sector, the Institute for Thailand International Public Sector Standards, 2001).

2.3.1.5 Step 5: Determination of key indicators and scoring methods

The objective of this operational step was to determine key indicators or measurements for each standard criterion including the scoring method for uses as instruments in self-evaluation process.

In order to determine a score of a particular sector for each standard criterion there must be key indicators and scoring methods that are clearly set up for measurement and evaluation purposes.

2.3.1.6 Step 6: Evaluation of current situation of an organization

The objective of this operational step was for an organization to perceive its current situation in order to be used as directions in further development of the organization standards.

The sector will review and evaluate its current situations based on the standard criteria to determine how far the sector was away from the standard scores for each criterion and then can improve accordingly. In this step, the sector was required to evaluate the actual situation against the standard criteria and the key indicators and to use the scoring method to score every individual standard criterion. Scoring must be in accordance with the actual circumstances. A low final score will not be regarded as lacking of effectiveness as situation assessment was assessment according to the standard criteria only, not assessment of the organization as a whole.

The outcomes of this step would allow the sector to know what level it is at for each standard criterion and then can focus on the low score criteria for improvement.

2.3.1.7 Establishment of a development plan

The objective of this operational step was to set up a plan to be a guideline or direction for lifting up the organization's levels to the standard criteria.

Standard lift up is improvement for better positions than the current ones. After the sector knows its scores for each individual criterion, it should set tangible goals to achieve

within the limited period of time, operational procedure to achieve the goals (i.e. increases of the scores), persons responsible for the tasks, people involved in the process, and the estimated time period to complete the tasks.

2.3.2 Areas for implementation

There were 12 sub-sectors under supervision of the Roi-Et Provincial Public Health Office including:

1. Planning

2. General Administration

3. General Communicable Disease Control

4. Health and Treatment Promotion

5. Public Health Consumer Protection

6. Occupational and Environmental Health Work

7. Personnel and Fundamental Public Health Development

8. Health Education Promotion

9. AIDS and Venereal Disease Control

10. Health Insurance

11. Computer Center

12. Dental Health Work

2.3.3 Target population

The target populations were all public servants and employees under the Roi-Et Provincial Public Health Office.

2.4 Activity plan with timetable

Table 2.1 Activity plan and timetable

Activities	Time period (Month)*								Responsibilities
	1	2	3	4	5	6	7	8	
1. Attend the meeting to hear the policies, apply to participate in the project, and inform all staff about the policies.	↔								Medical doctors of the Roi-Et Provincial Public Health Office
2. Appoint the project team and conduct academic training on P.S.O. for all staff and employees.		↔							Responsible persons and the project team
3. Determine vision.			↔						All staff
4. Determine responsibilities and goals.				↔					The project team
5. Determine weight scores.				↔					The project team
6. Determine key indicators and scoring methods.				↔					The project team
7. Evaluate current situations of the organization.					↔				The project team
8. Set up development plans.					↔				The project team
9. Conclude the project outcomes.					↔		→		Ms Oranuch Suwansri
10. Present the project and its outcomes.								↔	Ms Oranuch Suwansri

* Project duration was 8- month period during April-November 2001.

2.5 Problems, conflicts and means for resolution

1. There was a lack of enthusiasm of staff in development, as they did not see importance of development.

Resolution: Encouraged working as a team with participation of all staff in expressing opinions.

2. The development direction was not clear, as there was no absolute operational model of the P.S.O. system. However, all staff were required to participate in brainstorming process to obtain the most suitable model and correctly corresponding to the actual problems of the organization.

   Resolution: Coordinated with experts through telephone and e-mail.

3. Staff had to work harder in developing the information system and this affected their routine jobs.

   Resolution: Provided inspiration and motivation that it was only for a short period of time in the beginning. Once the system is set, this will help facilitating the work.

Bibliography

1. The Institute for Thailand International Public Sector Standards. (2001). *The Handbook for P.S.O. Primary Operation for Regional Public Sectors*,

2. Chaipeum A, PhD. (2001). *The Operation Handbook for Accreditation of Thailand International Public Sector Standard Management System and Outcomes*.