

SUMMARY

PERSONNEL PROMOTION IN THE "BORIKARN" DIVISION: A CASE STUDY

by *Chan Thongkeo*

This case study of a personnel promotion was prepared from events which actually took place in a division within a Thai administrative organization. The names are fictitious, but the facts are true. This case is intended to suggest that within the frame work of a merit system, favoritism can still be exercised and that promotion based on personal favor and familiarity is not uncommon in some of our administrative agencies.

The facts show that in this division the staff consisted of one division chief of first grade rank, two division chief assistants and four section chiefs of second grade rank, two section chief assistants and six operating officials of third grade rank, and twelve clerks and typists. However since the division was newly established staff positions were not fully filled. During the first two years there had been only the division chief, a section chief, and two section chief assistants who were selected on the basis of competition examination, an operating official who was promoted from clerk on an examination in which he, by some legal loopholes, became the only applicant, and all twelve clerks some of whom had become the favorite subordinates of the division chief. So it could be seen that five positions of second grade rank and five positions of third grade rank were not occupied.

The division chief wished these vacant positions to be filled by two favorite and familiar subordinates, so he attempted to exploit all legal loopholes and authority vested in him by the personnel administrative laws and regulations in order to promote them to higher positions. His opportunities to exploit the system are indicated below:

1. He has discretionary power to decide whenever any vacant position in his division should be filled through a promotion examination, so that he can wait till his favorite or familiar subordinates are qualified to enter examination.
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2. He has discretionary power to decide which applicants can pass the promotion examination, so that his favorite or familiar subordinates are only the ones that pass the examination.

Through these opportunities given to him by laws and regulations, we found, four years later, that all the five positions of second grade rank had been filled by his favorite or familiar subordinates; and that some of them had been promoted from the clerk grade to the second grade, while the two section chief assistants who, as mentioned above, were selected into service by merit competition examination and started their career as the third grade personnel, remained at the third grade level.

As a result, the division's performance had gradually decreased. There exists very low morale and motivation in performing work among some competent personnels who became irresponsible and preferred to transfer. Finally, when the division's performance was being noticed as inefficient, its chief resigned.

This case study indicates that the spirit and purposes of merit system are not yet adequately recognized by some Thai administrators.

Government

The safety of the State is the highest law.

Justinian

รัฐบาล

ความปลอดภัยของรัฐ เป็นกฎหมายสูงสุด

จัสติเนียน
