

ABSTRACT

Thesis Title : Roles and Development Approach of Human Resource
Development Practitioners in Rural Region of Public Health:
A Case Study of Public Health Region II

Author : Mrs. Kamonwun Chatthongkham

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The first objective of the study was to explore present roles of human resource development practitioners in Public Health Region II, problems and barriers in operation, trends in operation, requirements and their future roles under the evolution and decentralization of the health care system. The second objective was to propose a development approach for human resource development practitioners in rural regions. The population of the study was classified into 2 groups: administrators and operating staff. Four representatives from administrators were selected to be interviewed and 63 operating workers were surveyed using the questionnaire. The data were analyzed using percentage and content analysis.

The results of the study revealed that:

1. The present roles of human resource development practitioners in Public Health Region II were: assessing situation and needs for human resource development, participating in planning policies and strategies, determining operational plans—either by the themselves or with supervisors, coordinating with internal and external work teams, practicing work tactics for success such as meeting with different work groups, evaluating performance, delegating work, developing themselves by participating in training, and implementing information system. However, the roles that were never practiced by the practitioners were creating work team and network and presenting work results to executive board and other departments for the purpose of sharing and exchanging knowledge and experiences.

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2. From the administrators' opinions, the problems and barriers in operating occurred because of bureaucratic work system, miscommunication, lack of coordination, knowledge and capabilities of responsible persons, and conflicts. From the operating staffs opinions, the problems and barriers occurred mostly because of personnel factor, insufficient numbers of works, and secondly because of work system factor, complicated work process, rules and regulations.
3. Most of the administrators and operating staff stated that job characteristics of human resource development function should change in terms of policy, operation format, objectives and operation process and the need for human resource development practitioners in rural regions still existed.
4. Most of the administrators and operating staff agreed that the future roles of human resource development practitioner should include: analyzing, researching, coordinating, administrating, seeking and disseminating information, coaching and counseling, advocating change and leading and adjusting workers' mentality, planning, monitoring and evaluating, practicing exceptional work performance, supporting workers' work improvement and self development, and facilitating.
5. The administrators suggested that the human resource development practitioners adjust their mentality toward change and develop their teamwork skill. Moreover, the central administrating team must support the development of these practitioners to become professional.