

Supervision is one of the important components of an administrative process necessary for obtaining the objectives of an organization. The Ministry of Public Health has given high priority towards supervision since the Fourth National Socio - economic Plan. However, most of supervisors in the central and regional levels were found to have inadequate skills required for good supervisors. In Ratchaburi province , district supervisors were also lack of those skills.

The main objective of this survey research was to assess the skills level of district supervisors in Ratchaburi province. Their skills level were analysed in relation to the

demographic factors (age, sex, education ,and economic status) and job performance factors ( working places , supervisory training, working supervisory experience and working types ). A total of 78 district supervisors and 133 tambon health personnel were included in the study. Self-administered questionnaire was employed to collect data with response rates of 87% and 84% for district supervisors and tambon health personnel respectively.

The findings revealed that the district supervisors rated themselves to have high level of supervisory skills while their subordinates ( tambon health personnel ) rated their supervisors to have medium level of supervisory skills with statistically difference. Human skill and conceptual skill of district supervisors determined by themselves were also at high level but technical skill was at medium level. In contrast, these three types of skill rated by their subordinates were all at medium level with statistically differences .

In addition, some demographic factors and job performance factors ( age , education , working place , working supervisory experience, and working types ) were significantly related to skill level . With respect to a multiple classification analysis, it was found that age and working place (site) accounted the level of skill for 25% of variance.

Regarding the findings of this study, provincial and district administrators should play an important role in developing district supervisors 'skills in terms of technical, human, and conceptual aspects , so that they could be recognized and accredited by subordinates and in turn they could attain high morale as well.