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Cable Address WASHAID

A WORKSHOP FOR THE PROVINCIAL WATERWORKS AUTHORITY OF THAILAND

TEAM BUILDING FOR MANAGEMENT
NOVEMBER 1-5, 1982

WASH FIELD REPORT NO. 68

JANUARY 1983

The WASH Project is managed by Camp, Dresser & McKee Incorporated. Principal Cooperating Institutions and Subcontractors are: International Science and Technology Institute; Research Triangle Institute; University of North Carolina at Chapel Hill; Georgia Institute of Technology—Engineering Experiment Station.

Prepared For:
USAID Mission to the Republic of Thailand
Order of Technical Direction No. 123

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January 24, 1983

Mr. Robert Halligan
USAID Mission
Bangkok, Thailand

Attention: Mr. David Oot

Dear Mr. Halligan:

On behalf of the WASH Project I am pleased to provide you with 10 (ten) copies of a report on A Workshop for the Provincial Waterworks Authority of Thailand: Team Building for Management, November 1-5, 1982.

This is the final report by Daniel Edwards and is based on his trip to Thailand from October 25 to November 6, 1982.

This assistance is the result of a request by the Mission on September 28, 1982. The work was undertaken by the WASH Project on October 5, 1982 by means of Order of Technical Direction No. 123, authorized by the USAID Office of Health in Washington.

If you have any questions or comments regarding the findings or recommendations contained in this report we will be happy to discuss them.

Sincerely,

Raymond B. Isely, M.D., D.T.M., M.P.H.
Acting Director

cc. Mr. Victor W.R. Wehman, Jr.
S&T/H/WS

DBW:cdej

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Prepared by:

Daniel B. Edwards

January 1983

Water and Sanitation for Health Project
Contract No. AID/DSPE-C-0080, Project No. 931-1176
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EXECUTIVE SUMMARY

A week-long team building workshop was held for the 30 top executives of the Provincial Waterworks Authority (PWA) of Thailand November 1-5, 1982. The team building process focused on the statement of six problems which were developed on the basis of survey instruments and individual interviews with 40 percent of the 30 top managers of PWA. The purpose of the workshop was to bring the management of PWA together into a working team necessitated by the merger of two government organizations providing water to all municipalities and villages of Thailand outside of the capital city.

The problem solving and team building which occurred in the workshop was designed to address problems in the following areas and make recommendations:

- Staffing: PWS is in the transition from two former civil service organizations to a state corporation charged with paying its own way. Recommendations have been made for reorganization and decentralization. How should this process occur? At present a great deal of confusion and uncertainty exists within PWA.

- Role Clarification: Who is authorized to make which decisions? Regional directors often receive conflicting information from the central office about policies and procedures.

- Decision Making: Decisions are made inconsistently within the organization. Those managers interviewed were unclear about which decisions should be centralized and which should be delegated.

- Organizational Communication: Information at present in PWA does not flow smoothly from top to bottom (and vice versa) or horizontally between units. Many of those interviewed felt that too many managers protect their authority by holding on to important information.

- Performance Standards: Standards for employee performance are not established. Written job descriptions do not exist. Those interviewed found it difficult to hold employees accountable for vaguely defined performance guidelines. Rewards and punishments are exercised inconsistently.

- Training Needs Assessment: Managers and supervisors indicate that many staff lack the necessary skills to carry out tasks yet training needs have not been assessed nor tasks defined according to objective training measures. This is true of managerial tasks as well as technical performance.

The Process: The team building process conducted in the workshop included a series of large and small group exercises which allowed full participation and detailed problem solving. The 30 participants worked as equals in generating more than 100 specific recommendations for solutions to these problems. The recommendations were discussed, modified, and developed into action plans by the workshop process. Substantial agreement was reached in all areas. In the final evaluation, participants felt the workshop had achieved its goals by a positive rating of 78 percent.

Outcomes: The following positive results have been produced by this workshop:

- Team Building: A precedent has been established within the PWA by demonstrating that it is possible to come together, define problems, communicate, and produce results by working cooperatively on decisions.

- Problem Solving: One hundred and two separate items for agreement and discussion were generated during the workshop, recommendations were agreed upon, and action plans were developed for follow-up.

- The Role of Training in PWA: This workshop presented a successful model for PWA in using training technology. It established and reinforced the role of the newly established department of Manpower Development and Training and its new director.

Given that this workshop was a positive step, the following recommendations are made:

- Workshop action plans generated in the workshop should be followed up by establishing an executive task force to oversee the completion of these plans.

- Team building efforts should occur twice a year among the top management of PWA to continue the momentum and good will created by this intervention.

- This model should be replicated on the regional levels of PWA, and the training department should recruit, hire, and train staff to carry out these efforts. An extension of problem solving at the Waterworks level should include the establishment of quality improvement circles based on the successful model established by the Japanese and successful examples in U.S. industry.

- The Manpower Development and Training Department currently staffed by one professional should immediately be expanded, and a full staff should be developed which will need to be trained in the full range of training methodologies for the appropriate levels of the PWA. Given that a number of training activities are in the process of final contract approval, it is critical that PWA provide competent training professionals to oversee these inputs.

ACKNOWLEDGEMENTS

This workshop was the result of the efforts and contributions of a number of people. The preparation for the workshop began long before the consultants were engaged. These efforts deserve recognition and acknowledgement. The preliminary planning for the workshop began in 1980 and was carried forward by the former Governor of the Provincial Waterworks Authority (PWA), Dr. Vithya Prienvichitr, through the Technical and Planning Department. William Finley, Alex Redekopp, and Richard Balance, all of WHO, pointed out the need for such a workshop during several earlier WHO/World Bank cooperative missions which were coordinated by Arthur Bruestle of the World Bank. Dr. John Austin made two visits to Thailand, one under World Bank sponsorship, in June 1982 and another in September 1982 to assist in organizing the request for technical assistance through USAID, the ultimate sponsoring organization for the consultants.

The final preparation and major contributions which led to the success of the workshop are due to many people in PWA, who under the inspired leadership of Mechai Viravaidya, Governor, did the planning, made local arrangements, implemented the program, and produced the reports. The Manpower Development and Training Department of PWA was only established in July 1982 and the sole member of its staff at the beginning of this workshop was the director, Chatchawan Punmanaee, who deserves a great deal of credit for the workshop's success. He acted as the organizer and principal facilitator, working tirelessly day and night. His efforts, along with the contributions of many persons interviewed for their thoughts, ideas, feelings, and expectations during the planning stage contributed to the positive shaping of the workshop topics. Finally, many thanks are due to the "borrowed" training staff who served as facilitators, resource people, and support staff. They worked day and night during the workshop; translating, preparing flip charts, typing, preparing documents and being there at the right moment to make things happen. This group included:

Facilitators

1. Chatchawan Punmanee
2. Samporn Sesthapivutgul
3. Boonsong Seuyouyong
4. Siriporn Lek-Udom
5. Wanchai Ghooprasert
6. Kometh Fuengtharnthip
7. Chatpong Chucharoen
8. Sunanta Buaseemuang
9. Orapin Assavanig

Support Staff

1. Visith Raj-arch
2. Punjana Kumnoonsate
3. Therd Kunoonsate
4. Pranee Udomrattanasilpa
5. Nongnuch Stongkun
6. Aree Petcharat

Chapter 1

BACKGROUND

1.1 Order of Technical Direction Number 123

The request for technical assistance to the Provincial Waterworks Authority (PWA) of Thailand was issued to the WASH contractor on October 5, 1982 (see Appendix A). The nature of the technical assistance requested was to provide a five-day management training workshop for the top level managers of PWA. The focus of the training requested was team building. A further objective was to provide technical assistance to the newly formed Manpower Development and Training Unit which would have operational responsibility for conducting the workshop in the Thai language.

1.2 Events Leading to the Request for Technical Assistance

The Provincial Waterworks Authority of Thailand was formed in February 1979 by combining two government bureaucracies with partial responsibility for water distribution: a section of the Ministry of Public Works and a section of the Ministry of Public Health. The managerial form of the new organization was to be a semi-autonomous corporation charged with the responsibility for an efficient and self-sustaining operation.

In February-March 1981 a World Bank/WHO Cooperative Program Mission was invited to PWA to review and advise on manpower development needs. Two salient recommendations from this mission were:

- To establish a Staff Development and Training Office with a Chief Training Officer assigned to develop a training unit;
- To begin the training process within PWA by developing a workshop on "team building" for top management.

The objective was to bring the newly formed organization into a single, unified operating team with common goals and clearly defined roles.

A Manpower Development and Training Department was approved by the PWA Board in June 1982, and a director of the newly established department was appointed in July 1982.

Prior to this, in December 1981, USAID/Thailand was requested by PWA to assist with consultant services for provision of a management training workshop. This request was approved on January 20, 1982.

In June 1982 Dr. John Austin of the USAID Office of Health in Washington provided assistance during a fact finding mission when he helped define precisely the nature of the required technical assistance and further developed the request. A subsequent brief visit in September 1982 by Dr. Austin determined that a number of organizational forces within PWA required team building and it should focus on problem areas which top management could define with the assistance of a management consultant. This last visit resulted in OTD 123 (see Appendix A).

Chapter 2

WORKSHOP PREPARATION AND PLANNING

2.1 Preparation Strategy

This organization of the workshop required four major steps: data collection, data analysis, workshop design, and workshop delivery. At each step data and recommendations were presented and approved by the relevant client organization with appropriate involvement of key executives. The Governor of PWA and the Director of the Manpower Development and Training Department were involved in this approval process.

2.2 Data Collection

Background data on the managerial and organizational situation were obtained from several sources; the above mentioned visits by Dr. Austin, documents produced by a recent management study of PWA by Coopers & Lybrand (C&L), and a study of tentative training plans by both C&L and Kampsax-Kruger (K-K), a firm charged with developing some of the technical training inputs for PWA.

In anticipation of the workshop request, a written needs assessment instrument was designed and distributed by the consultants to senior management in September 1982. Managers were asked to consider the most important things they do in their work and to define the areas in which they felt they needed the most training (see Appendix D). This instrument was intended to serve as a general point of departure for the design of an interviewing format. Interviews were to be conducted individually with a representative sample of top managers.

A detailed interview format was designed based upon all of these data (see Appendix E). The questions in the interview format were elaborated and modified by inputs from the governor of PWA. Interviews were conducted by the consultants during the week prior to the workshop to serve as the basis for problem definition during the workshop.

2.2.1 Needs Assessment Results

Seventeen of the top 30 managers completed the written needs assessment instrument with the following results:

Most important job functions (in order of importance):

1. Group Leader (i.e., providing leadership as a supervisor

2. Resource Allocator (i.e., making decisions about work priorities, budget, goals)

3. Entrepreneur (i.e., developing new ideas, making organizational changes)

4. Disturbance Handler (coping with unexpected changes, conflicts and pressures)

5. Negotiator (give and take with colleagues, subordinates, and the public outside the organization).

Areas perceived as needing the most development as executives:

1. Entrepreneur
2. Disturbance Handler
3. Negotiator
4. Group Leader
5. Resource Allocator

These results indicated that follow-up questions needed to be designed to probe the areas of organizational change and conflict management, dealing with organizational pressures, the public image of PWA, and organizational roles. The indication was that if top executives felt they needed to learn more about certain areas, there were likely to be problems they faced in those areas which needed identification and resolution.

2.2.2 Interview Process

The detailed summary of the interview results is included in Appendix F. The interviews were conducted confidentially in order to get the best information possible. The two consultants conducted the interviews together as a check against perceptual bias. An interpreter was used in only two interviews. Of the top 30 managers in PWA, eight central office executives, and four regional directors were interviewed (see Appendix C).

2.3 Data Analysis and Interview Results: Problem Statements

The interview data were then analyzed for frequency and pattern of response and the results were interpreted and distilled into a summary. The summary was checked against the interview data,

and the most frequent and strongly expressed problem areas were identified and summarized in six statements which corresponded to major areas of concern. These were later reviewed by the governor of PWA prior to the workshop and agreed upon. On the first day of the workshop they were shared with the entire top executive staff along with all of the summarized interview data and verified as an accurate reflection of perceived problems in PWA. The six problem areas were as follows:

- Staffing: PWA is in transition from a civil service organization to a state corporation. Recommendations have been made for reorganization which include decentralization. New positions are being created and many roles may change. At present there is a great deal of uncertainty about how this process will occur. Guidelines for staffing the organization have not been made. The consequence of this is a great deal of anxiety at all levels.

- Role Clarification: The top managers are unsure of what authority they have vis-a-vis other units and managers to make decisions and delegate responsibility. This situation is found in field-central office relations as well as among units and divisions at all levels. The consequence is that regional managers receive conflicting information from central office divisions about policies and procedures (which are also not defined). There is a need to clarify roles and role expectations within the organization and to establish policies and procedures.

- Decision Making: Decisions are made inconsistently within the organization. Managers are unclear about which decisions to make themselves and which to delegate to others. Sometimes decisions are not made at all due to uncertainty and/or lack of information. This is true at all levels of the organization. There is disagreement within the organization about the issue of centralized decision making. Some managers feel that too much decision making authority resides at top levels for issues which can more effectively be decided at the implementation level. There is a need to define lines of authority establishing who decides what and at which level.

- Organizational Communication: Information within PWA does not flow smoothly from top to bottom (and vice versa) or between units horizontally. This problem is typified by the following examples:

  1. Information in the system is sometimes stopped before it gets to the ultimate user.

2. Field people sometimes receive conflicting information from different divisions at headquarters.

3. Data are not collected and analyzed sufficiently for decision-making purposes.

4. Often one region is not aware of positive and useful ideas and procedures taking place in another region.

- Performance Standards: Standards for employee performance are not established. Written job descriptions do not exist. Therefore, it is difficult to hold employees accountable for their performance. Good performance is not rewarded consistently, nor is bad performance consistently dealt with. Clear standards for performance need to be established and communicated to employees. Supervisors need to hold people accountable for tasks.

- Training Needs Defined: Managers and supervisors indicate that staff lack the skills necessary to carry out tasks. The need for training has been indicated by all outside studies of PWA conducted in the past two years as well. Management skills are needed in supervision and the full range of managerial areas, as well as technical skills at operational levels. A detailed training needs assessment will indicate where training should take place, what skills are needed, and who should be responsible for conducting the training.

2.4 Workshop Design

In the period just prior to the workshop, a final design was put together with three major underlying conditions to guide the process: the workshop should provide ample opportunity for the top management to come together and interact in ways that would strengthen a feeling of teamwork; the role of the Manpower Development and Training Director and his emerging unit should be reinforced, and a mechanism should be provided for creative problem-solving in the identified problem areas.

The workshop design to accomplish these overall purposes contained the following elements:

1. The first day of the workshop was to include a group tour of water works en route to the workshop site. Activities such as meals together and an evening ice-breaking program was to provide a great deal of informal interaction.

2. As a mechanism to establish the purpose and goals of the workshop the formal start of the work-related activities would include an extensive "feedback" to the group of all of the interview data and problem statements. The summarized problem statements were to be "cleared" or modified by the group as accurate reflections of key organizational issues. Opportunity was to be provided for the group to add problem statements if something important had been omitted. This feedback-review process was intended to allow the top management to participate in determining the workshop content and commit themselves to actively participate in working on their own problems.

3. The first problem (role-clarification) addressed by the workshop was to be selected as one which would involve the entire group in solving problems together as a team building activity.

4. The remaining five problem areas were to be addressed by small groups of five people each. Each problem-solving group was to be provided with one or more resource persons to serve as facilitators and recorders. Each problem solving group was also to be provided with a problem statement and a set of detailed instructions for expected outcomes (see Appendix G).

5. Each group was to be required to first report its recommendations to the plenary group with a flip-chart presentation. Then one representative from each of the other problem-solving groups were to join in a round table discussion of the recommendations for final recommended action on the problem area. The round table discussion also used a training device called a "fishbowl with open chair." This is a mechanism which allows discussion by selected participant representatives and also provides opportunity for anyone who wishes to join in by sitting in the open chair for a limited time.

6. All the agreed upon recommendations were to be recorded and the outcomes of the workshop written into a workshop report. This was to be developed in-process and distributed for final acceptance during the last day of the workshop.

2.5 Workshop Goals

A set of goals was written to reflect consistency with the workshop design and overall purposes. These goals were to be stated at the beginning work session and were to be posted on the wall on newsprint as follows:

- To review present status of PWA as seen by senior management personnel.
- To review present hopes and expectations of senior management personnel.
- To explore six major problem areas as identified by senior management personnel.
- To introduce and implement various techniques for analyzing problems and systhesizing solutions.
- To develop alternative solutions to the above problems.
- To develop recommendations, set priorities, and lay out action plans for PWA.
- To provide opportunity for team building within PWA senior management.

2.6 Workshop Norms

It was evident from the interviews and other information that the success of the workshop would depend upon the participants' willingness to adopt some new roles, alter their modes of interaction from the business-as-usual processes and try out new ways to solve problems. Consequently, on the first day of the workshop the following expectations were to be stated as suggestions to guide participant behavior. Each participant would be expected to:

- Actively participate in all activities by their attendance and active communication with their fellow participants.
- Leave behind their PWA titles and consider each other as equals in pursuing the workshop objectives.
- Consider this time spent together as time out from their daily work concerns and problems.
- Draw upon experience in his/her position but not interact at the workshop in this position.

- Consider this time together to seek new ways of communicating, analyzing, and synthesizing data; to explore ideas and new approaches of the group toward solutions that will aid PWA to accomplish its goals.

- Seek new ways to minimize the problems caused by the merger of PWD and PHD and increase the strength of PWA by using the different backgrounds and experience of employees.

- Create an atmosphere of openness in which ideas could be shared; foster creativity; clarify misunderstandings and misconceptions; and seek solutions that will move PWA ahead.

- Contribute toward the development of solutions and recommendations, setting priorities and laying out of action plans based upon the discussions taking place at the workshop.

2.7 Workshop Agenda

The following agenda was designed to incorporate all of the above planning and design data.

Workshop Agenda

Monday

8:30 - 15:30	Bus trip Bangkok to Pattaya including visits to two waterworks in route.
18:00 - 21:00	Orientation and dinner program, film on conflict management.

Tuesday

8:30	Opening Ceremonies - Mechai Viravaidya and Chatchawan Punmanee
8:45	Opening Address - Mechai Viravaidya
9:00	Group Photo
9:30	Why a Team Building Workshop? - William Finley
9:45	Comments by Participants

10:45	Coffee Break
11:15	Feedback from Interviews: Goals and Expectations - John Austin and Dan Edwards
12:30	Lunch
13:30	Work Session 1
	Clarifying Roles and Expectations between the Central Office and Regions - Dan Edwards and Chatchawan
15:30	Coffee Break
16:00	Continue Work Session 1
18:15	Adjourn

Wednesday

Full Day	Work group discuss Problem Statements prepare recommendations and action plan #1 Decision Making #2 Organization Communication #3 Staffing #4 Performance Standards #5 Training Needs

Thursday

Full Day	Work group reports, discussion, and recommendations

Friday

8:30	Workshop report
10:20	Coffee break
10:40	Critique and closing
12:30	End workshop

Chapter 3

THE WORKSHOP

3.1 Overview

The workshop process provided a lively interchange among all participants on issues that affected everyone. The climate was productive and energetic, and there was a willingness to co-operate and work together. In general, according to informal feedback from participants, the outcomes of all of the sessions exceeded the expectations of all involved. Difficult problems were tackled, and serious, detailed, and documented recommendations and workplans were generated in each session. The charts, workplans, and detailed outcomes which were recorded and produced in the workshop are included in Appendix G. This chapter provides a brief summary of the progress of each session. Summaries are presented in the order in which sessions appear in the agenda (see Chapter 2).

3.2 Work Sessions: Interview Feedback, Goals, and Expectations

In this session the facilitators presented the goals of the workshop after a process of recording the group expectations and matching the expectations of the group with the written goals of the workshop to account for any discrepancies. The discussion that followed indicated that the goals of the workshop were on target regarding the major concerns of the group. The schedule was distributed and the activities of the workshop were explained. The process allowed the facilitators to point out the relation of the workshop goals to the activities. The group was satisfied that the workshop process would meet the most common needs and concerns of the participants.

After this exchange of goals and expectations, the workshop norms which are listed above (section 2.5) were stated to the group and accepted as reasonable by the participants. The goals, norms, and agenda were handed out in the workshop portfolio and posted on newsprint for all to see and refer to during the course of the workshop.

3.2.1 Interview Feedback

The interview results were explained to the group at this point The results had been previously written up on newsprint with translation provided in Thai on the same sheet (see Appendix F). The effect of this session was to provide the top

executives of the PWA with a "self portrait." If, for example, half of the 30 people present said that roles in PWA were unclear, then a common ground would be established among the group about a problem area they believed they faced together. This session served to coalesce the group by providing them with a great deal of information about what a significant number of the group thought were important issues within PWA. It also served to bring problems out into the open and legitimize the workshop theme of frank discussion about commonly perceived problems. The fact that outside consultants with no stake in the authority structure were the collectors and communicators of this feedback served further to provide a sense of objectivity to the process.

3.2.2 Problem Statements

Following this presentation the group was presented with the six problem statements which would be the focus of the workshop. It was explained to the group that these problem statements represented an analysis of the interview data and that the most frequently and strongly voiced opinions were chosen as immediate problem areas for the workshop. It was also made clear that the workshop time was limited and the group could only reasonably be expected to deal with a certain amount of information. Each problem statement was then read with a translation provided in Thai, after which a brief discussion allowed participants to ask questions relating to the meaning of the problem statement in order to clarify its intent.

When all of the problem statements were presented and clarified, the group was asked if there were any significant problem areas not identified which should be addressed in the workshop. After some discussion there was a concensus that the six problem statements were a fair representation of the major areas which they wanted to tackle during the remaining four days. The group then agreed that they were ready to proceed with the workshop problem-solving process, being in agreement with the purposes, focuses, and methodology of the workshop.

3.3 Work Sessions: Role Clarification Exercise

The role clarification exercise was designed as the first problem-solving exercise which the group would undertake. It differed in format from all the other workshop tasks because it involved the entire group in a common problem with everyone participating in full group processes. All the other problem solving was done in sub-groups. The exercise addressed the

problem of field-central office communication and expectations regarding roles. The exercise served as a team-building process and was chosen to start off the problem-solving on a note of cooperation and open, frank communication. The description of the exercise follows.

The role clarification exercise had two goals:

- To provide an opportunity for field and central office staff to clarify expectations of one other.
- To make agreements for future working relations.

Refer to the detailed problem statement in Appendix G to see the relation of the exercise to the problem addressed.

The participants were broken into two work groups: 14 central office and 15 regional directors. Each group was to carry out a four step process.

1. In your own group, discuss and list on a flip-chart what you expect from the other group. Appoint a spokesperson to represent your group.

2. The two groups reassemble and explain their list of expectations to the other group.

3. The groups separate and take the expectations generated by the other group. These are discussed one by one and action taken as follows:

   - Agree
   - Agree with stated conditions
   - Disagree with suggested changes to reach agreement

4. The groups reassemble and go through the items, negotiating each to agreement (if possible).

The overall process can be visualized in Figure No. 1.

In order to control the negotiating process each group selects two persons to represent them in the negotiations. These persons have full authority to negotiate for the group.

A facilitator acts as a neutral person who moderates. Negotiation proceeds point by point. If at any time a member of either group wants to comment, clarify, question or disagree, he is permitted to enter into the circle of negotiators and make his point. Using an "open chiar" the discussion is considered by

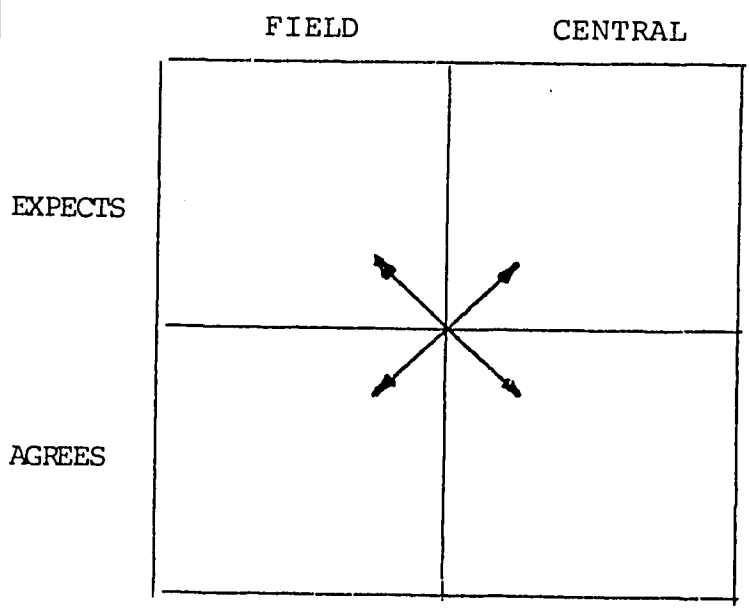

FIGURE 1. THE NEGOTIATING PROCESS

the negotiators as they see fit and the negotiations continue. The result is the clarification and establishment of working agreements between two groups.

The expectations of the central office group and the agreed upon conditions after negotiations with the field group are summarized in Appendix G. Similarly, Table 1 in Appendix G summarizes the expectations of the field group and the agreed upon conditions after negotiations with the central office group.

This exercise was extremely lively, with a great deal of participation and excitement generated in the process. The central office group generated 23 items of expectation for the field. Likewise the field generated 16 specific items. During the subsequent negotiation, the field agreed to all of the central office expectations with negotiated conditions present in 18 items and 5 items accepted outright. The central office group accepted 15 of 16 items listed by the field with negotiated conditions present in 10 items. One item was not agreed upon nor accepted but set aside for more detailed discussion in the future.

The exercise proved highly successful and served not only to deal with the specific need for role clarification and expectations, but to provide a basis of understanding and dialogue between the central office and the field.

3.4 Problem Solving Groups: Five Remaining Problem Areas

The remaining time in the workshop (with the exception of the final wrap-up) was spent working in a problem-solving process. The format as described in section 2.3 was followed. The group was given a full day to work in the five small groups and instructed to be prepared to report back to the full group on the next day with their complete problem analysis and recommendations ready for full group consideration. The following day was spent in considering each recommendation and hearing the small group reports. The "fishbowl with open chair" format was used for this process (as described above in section 2.3). After the recommendations were discussed and either accepted, modified, or rejected, the resolutions and the follow-up workplan were given to the workshop secretary for inclusion in the conference report (written in both Thai and English).

In general, the process worked very effectively. The facilitators observed each group working, provided a trouble-shooting role when groups became stuck, and assisted the

resource people who were assigned to each small group. Very detailed recommendations were made to address each problem statement, complete with a follow-up work plan of action.

3.5 Workshop Conclusion Session

On the final morning of the workshop, after the problem solving process was completed and the recommendations and action plans were discussed, all of the cumulative workshop data were given to the group for input and modifications in the form of a draft workshop report. A great deal of time was spent in this activity with the final modifications given to the Director of Training for inclusion in the final report. A workshop opinionnaire and evaluation was distributed and filled out (see below, Chapter 4) before the final closing ceremony.

Chapter 4

WORKSHOP EVALUATION, CONCLUSIONS, AND RECOMMENDATIONS

4.1 Evaluation Overview

The evaluation opinionnaire was administered anonymously and provides one useful source of data. Unsolicited informal feedback was given by many participants as well. All sources of data indicate, in general, that this workshop exceeded the expectations of the workshop designers and the Governor of the PWA. The detailed summary of the remarks and scores of 29 respondents is provided in Appendix H.

The positive remarks on the workshop refer to the process of providing opportunity for team building, including participants in the development of the content and process of the workshop, the hard work of the Training Director and his team, and the inclusion of the conference participants in decision-making and shaping PWA in its future direction. The negative comments relate more to logistics rather than substance: not enough time, crowded facilities, some unclear languages and translation, the need for more microphones, etc. No one can assume that a first-time, five-day workshop with only three full days for problem-solving can unravel problems which have taken at least three years and probably more to develop. A realistic expectation is that the workshop would demonstrate that the leadership is serious about a new beginning and is willing to involve staff in new directions, in decision-making, and in cooperative management. This expectation was soundly met. The details follow.

4.2 Evaluation Results

When participants were asked to score the overall goal attainment of the workshop on a scale of 1 to 10, they responded with a composite score of a strong positive 78 percent (see Appendix H for the score distribution). All of the specific exercises which related to problem statements rated in the 70th percentile with the exception of one problem area (staffing), which scored in the 66th percentile. This is probably due to the fact that most interview participants indicated that they wanted to know exactly how the staffing pattern would be organized under the proposed reorganization scheme of PWA, while the leadership of PWA was not yet prepared to reveal these plans. There were also some recommendations from this sub-group on staff rotation and hiring priorities which were not uniformly agreed upon.

Nevertheless, 66 percent is not a negative rating, but obviously one which indicates that more work needs to be done on the staffing question before final resolution of the problem can be achieved.

4.3 Overall Outcomes of the Workshop

Based upon the evaluation questionnaire, the oral feedback of participants, and the observations of the facilitators, the following outcomes were produced by the workshop:

- Team Building: A precedent in management practice was established in team building at this workshop. The team-building goals of the workshop were met quite well. This was the first time that the top staff of PWA has come together to openly discuss problems in a format which used everyone's input and allowed for a problem-solving, outcome oriented process. Results were written and recorded, individuals committed themselves publically, lines of communication were opened up, and conflict was aired rather than being swept under the rug.

- Problem Solving: One hundred and two separate items for agreement and discussion were generated in the six problem areas during three full days of problem solving and discussion. Each set of items was presented in the form of recommendations, and written action plans were made and agreed upon in each area. This process was highly productive, if rather ambitious for the time available.

- Establishing the Role of Manpower Development and Training: It was clear from the way the Director of Manpower Development and Training and his staff took charge of the workshop and the high degree of responsiveness of the participants that a new beginning was made to establish the value and the potential of trainig in PWA. Many of the evaluations commented positively upon the way the workshop was carried out, the process of inclusion of participants, and the good job done by the Thai training staff.

- Action Planning: Agreements were made in substantive areas of organizational need: central office-field office roles, organizational communications, staffing and organizational change, decision making, performance standards, and training needs. Each area of focus produced a written action plan for follow-up which was agreed upon by the concensus of group negotiation and discussion.

4.4 Recommendations

This workshop represents a good beginning for PWA but a great deal must be done to truly convert the good intentions of this workshop into operational reality and to build upon this foundation for the future. The following recommendations are made in the hope that this workshop will not become a one-time effort, but will be converted into a cost effective investment in the future of PWA.

- Action Plan Follow-up: An executive task force should be set up to oversee the completion of the action plans produced at the workshop. The task force should meet regularly with reporting responsibility to the Governor of PWA for results.

- Team Building Follow-up: This first effort at team building demonstrates an important principle of managerial effectiveness to the top executives of PWA. It is indeed possible to come together and solve problems and include invididuals in important decision making. Given the geographically disbursed nature of PWA operations, it is important that this process be repeated periodically to continue the momentum and good will established. It would be important to continue team-building at least twice a year, and perhaps more oftee if needed.

- Regional Level Team Building: Many of the regional directors present at the workshop stated that they would like to use the general format and process of this workshop for problem-solving and team-building at the regional level. The Manpower Development and Training Department should recruit staff and train them to support this type of on-going organizational development effort as soon as possible. An important extension of this type of activity would be the establishment of on-going quality improvement circles at the waterworks level. This model of employee input into decisions and quality improvement follows the highly successful model established by both Japanese industry and a number of high-technology firms in the United States. Pilot programs in interested regions should be developed as soon as possible.

- Development of the Manpower Development and Training Department: This workshop represents the first effort of the training department of the PWA in workshop activity. Most of the staff for the workshop were "loaned" to the Director of Training, who is in the process of setting up

his department. All efforts should be made to provide appropriate staff to this department immediately, and a program of staff development and a departmental work plan should be accorded high priority in PWA.

4.5 Conclusions

An important step was made with this workshop in the development of a new beginning for a reorganized and changing Provincial Waterworks Authority. A somewhat disunified staff, recognizing the need to establish a new single organization from prior entities, came together and worked cooperatively on self-defined problem areas which they considered important to the operation and future of their organization. The workshop was productive and was evaluated positively by the participants. It is very important that this momentum be built upon by the leadership of PWA.

APPENDIX A

ORDER OF TECHNICAL DIRECTION NO. 123

WATER AND SANITATION FOR HEALTH (WASH) PROJECT
ORDER OF TECHNICAL DIRECTION (OTD) NUMBER 123

October 5, 1982

TO: Dr. Dennis Warner, Ph.D., P.E.
WASH Contract Project Director

FROM: Mr. Victor W.R. Wehman, Jr., P.E., R.S.
AID WASH Project Manager
AID/ST/H/WS

SUBJECT: Provision of Technical Assistance Under WASH Project Scope of Work for USAID/Thailand

REFERENCE:
A. BANGKOK 53015, dated 28 Sep. 1982
B. Management and Training Workshop
C. Team Building for Improved PWA Operations
D. Action Plan for Workshop
E. Needs Assessment for PWA

1. WASH contractor requested to provide technical assistance to USAID/Thailand as per Ref. A, para. 3; Ref. B, C, D, and E.

2. WASH contractor/subcontractor/consultants authorize to expend up to 35 person days of effort over a four month period to accomplish this technical assistance effort.

3. Contractor authorized up to 20 person days of international and/or domestic per diem to accomplish this effort.

4. Contractor to coordinate with Asia (Regional Bureau), AID/Thailand Desk Officer and should provide copies of OTD #123 along with final report as requested by S&T/H.

5. Contractor authorized to provide up to one international round trip from consultants' home base through Washington, D.C. to Bangkok, Thailand, and return to home base through Washington, D.C. during life of OTD.

6. Contractor authorized up to one internal round trip from Bangkok to workshop location.

7. Contractor authorized to obtain secretarial, graphics, or reproduction services in Thailand as necessary to accomplish tasks. These services are in addition to the level of effort specified in paragraphs two and three above and NTE $1,000.00 without prior approval of A.I.D./WASH manager.

8. Contractor authorized to expend up to $1,000.00 for the training materials for the development or printing/support services associated with item (in cable references).

9. Contractor authorized to provide for car or vehicle(s) rental or taxi if necessary to facilitate effort. Mission or PWA is encouraged to provide vehicles, if available.

10. WASH contractor will adhere to normal established administrative and financial controls as established for WASH mechanism in WASH contract.

2 Sept 82

ACTION COPY

UNCLASSIFIED

Department of State

INCOMING TELEGRAM

PAGE 01 BANGKO 03015 2811382 6859 052197 AID4136

ACTION AID-00

ACTION OFFICE ST/E-01

INFO ADEM-01 ACFT-02 ACDP-02 ASPO-03 ACTR-01 SAGT-01 ENGR-02
RELO-01 DAEN-01 TACT-01 /016 A4 033

INFO OCT-00 AMAD-01 /016 W

R 2811342 SEP 82
FM AMEMBASSY BANGKOK
TO SECSTATE WASHDC 5933

UNCLAS BANGKOK 03015

AIDAC

FOR VIC WEHMAN, S&T/HEA

EO 12356: NA
SUBJ: WATER AND SANITATION: WASH AND ST/HEA ASSISTANCE

REF A. BANGKOK 03003, B. RANGOON 03783, C. COMMERCIAL CABLE ROSENWEIG TO OOT DATED 15 SEPTEMBER 1982

1. WE HAVE DISCUSSED PVA WORKSHOP WITH PVA AND CONFIRM OUR REQUEST FOR ST/HEA AND WASH ASSISTANCE FOR PERIOD NOW THROUGH NOVEMBER 1982.

2. MISSION IS PREPARED TO PAY TRAVEL AND PER DIEM COSTS FOR AUSTIN. FUND CITATIONS WILL BE PROVIDED AS SOON AS AVAILABLE IN FY 83.

3. MISSION REQUESTS WASH SERVICES FOR FOLLOWING SCOPE OF ACTIVITIES:

A. USING BASIC DATA COLLECTED BY COOPERS AND LYBRAND AND KK CONSULTANTS (BEING HAND CARRIED BY AUSTIN) DEVELOP A MANAGEMENT TRAINING WORKSHOP IN ACCORDANCE WITH DRAFT OUTLINE DEVELOPED BY PVA AND AUSTIN (ALSO BEING HAND CARRIED BY AUSTIN).

B. WORKSHOP SHOULD INCORPORATE EXPERIENTIAL LEARNING TECHNIQUES AND PARTICIPANT PARTICIPATORY EXERCISES TO DEMONSTRATE TEAM BUILDING. MATERIAL SUPPLIED IN 3A ABOVE SHOULD BE SUFFICIENT TO PROVIDE RAW DATA FOR THIS.

C. STEP BY STEP ACTION PLAN HAS BEEN DEVELOPED BY PVA (BEING HAND CARRIED BY AUSTIN) AND WE REQUEST WASH ASSISTANCE WITH ITEMS SO DESIGNATED.

D. MAJOR PORTION OF WORKSHOP WILL BE CONDUCTED IN THAI. TRANSLATION OF WRITTEN MATERIALS WILL BE DONE BY PVA. ANY MATERIALS DEEMED NECESSARY FOR TRANSLATION SHOULD REACH US AT LEAST 5 DATES ON ACTION PLAN SO THAT TRANSLATION CAN BE ACCOMPLISHED IN TIME.

E. INTERPRETERS (PROBABLY PVA STAFF) WILL BE AVAILABLE FOR NON-THAI SPEAKERS.

4. PVA SUGGESTS THAT AUSTIN AND WASH CONSULTANT ARRIVE FOR FINAL PLANNING OF WORKSHOP NO LATER THAN 15 OCTOBER. IF YOU THINK EARLIER ARRIVAL IS NECESSARY, PLEASE LET US KNOW AS SOON AS POSSIBLE.

5. PVA HAS RECENTLY CREATED THE MANPOWER DEVELOPMENT FIRST MAJOR EFFORT TO FOCUS ON UPPER LEVEL PERSONNEL (ABOUT 10 OF THE TOP JOBS IN PVA). TRAINING NEEDS.

BANGKO 03015 2811382 6859 052197 AID4136

THUS THE SUCCESS OF THIS EFFORT IS VERY IMPORTANT TO THEM.

6. WE APPRECIATE YOUR CONTINUED SUPPORT OF IWOSO ACTIVITIES IN THAILAND. ROY

WASH
ST
DIR

McJunkin
Austin
~~[illegible]~~ UWW

Received ST/H (Wehman) 9-29-82
Passed to WASH 9-29-82

UNCLASSIFIED

1 Sept 82
Chatchawan
Finley
Draft 1

MANAGEMENT AND TRAINING WORKSHOP

1. Venue : Hotel at Pattaya (not definite yet)
2. Duration : 5 days workshop (1-5 November 1982)
3. Participants : 30 (staff at administrative level from grade 9 onward)
4. Instructor : 2-3
5. Resource Personnel : C&L, K-K, ILO, and others.
6. Translator : 1
7. Secretarial : 2 (Minimum)
8. Supplies/Equipments:
   Overhead projector, overhead projector pens,
   Transparencies
   Screen
   Flipchart
   Typewriters, correction fluid
   Duplicating machine
   Files, typing paper, stencils, stappers, scoth tape etc.

Course Schedule

FOR MANAGEMENT AND TRAINING WORKSHOP

DAY	08.30 - 10.20	10.20 - 10.40	10.40 - 12.00	12.00 - 13.00	13.00 - 15.00	15.00 - 17.20	17.30 - 19.30
MONDAY 1 NOVEMBER			TOUR AND VISIT WATERWORKS ON THE WAY TO PATTAYA				1500 CHECK IN 1700 REGISTRATION AND WELCOME - FLOWER/DINNER
TUESDAY 2 NOVEMBER	OPENING CEREMONY - OPENING OF THE COURSE BY DIRECTOR - COFFEE BREAK - INTRODUCTION - CONT. MODUL		UNDERSTANDING AND COMMITMENT TO OBJECTIVE OF THE WORKSHOP - DR. JOHN AUSTIN - MR. WILLIAM FINLEY	L U N C H	- GROUP DISCUSSION - TEAM WORKING & WORKING EFFECTIVENESS DISCUSSION LEADER DR. JOHN AUSTIN & OTHERS	C O F F E E	WORK GROUP (1520 - 1600) GROUP SESSION (1600 - 1630)
WEDNESDAY 3 NOVEMBER	OBJECTIVES DEFINITION AND MAIN CONCEPTS AND METHODS.	C O F F E E	WORK GROUP (1040 - 1130) GROUP SESSION (1130 -1260)		HOW TO DEAL WITH SMALL ORGANIZATION AND COMPLEX ORGANIZATION		WORK GROUP (1520 - 1600) GROUP SESSION (1600 - 1630)
THURSDAY 4 NOVEMBER	TRAINING CONCEPTS AND METHOD DISCUSSION LEADER DR. JOHN AUSTIN & OTHERS	B R E A K	IWA TRAINING NEEDS AND GOALS CONT. MODUL IWA ORG. & MANAGER. CHARTERS GROUP DISCUSSION		IWA TRAINING PROGRAM WORKSHOP	B R E A K	FUTURE PLANNING (NEEDS) GROUP SESSION
FRIDAY 5 NOVEMBER	MEDIA GROUP SESSION		CRITIQUE AND CONCLUSION CLOSING CEREMONY				

Approved

TEAM BUILDING FOR IMPROVED

PWA OPERATIONS

AN INTRODUCTION

1-5 NOVEMBER 1982

HOTEL

PATTAYA THAILAND

PRESENTED BY

MANPOWER AND DEVELOPMENT TRAINING DEPARTMENT

PWA

AND

AGENCY FOR INTERNATIONAL DEVELOPMENT

BANGKOK

PURPOSE

This workshop is just the beginning of a series of workshops to be conducted by the Manpower Development and Training Department of PWA to develop management skills for its mid and upper-level personnel. This first workshop will be composed of those persons most likely to fill the upper-level positions as promulgated by the Board in June 1982.

This workshop will allow the participants to utilize various techniques used in experiential learning to analyze certain PWA problems identified by the C&L and K-K studies, and then go on to suggesting alternative solutions to these problems. The procedures used in the workshop will be those used in team building efforts. This will give the participant the opportunity to learn about and practice techniques that are expected to be a part of the PWA's reorganization.

OVERALL TRAINING APPROACH

The experiential learning or participant centered approach to be used in this workshop is one widely used by management training institutions. The basic premise is that experience and learning are closely linked. Thus during the workshop learning takes place not only on a cognitive level but also through integrative and highly experiential activities. This process emphasizes the acquisition of practical skills and knowledge needed by managers in the day to day operation of an entity such as PWA.

The experiential model which will be used in this workshop can be summarized as follows:

1. Participants will carry out experiences;
2. Share responses to the experience;
3. Generalize key learnings; and
4. Apply them to workshop activities and actual problems identified by the C&L and K-K evaluations.

The trainers assisting with the workshop will assist the participants in this process, and provide appropriate theoretical and practical inputs based on similar experiences in other countries.*

Each of the activities in the workshop is designed so that each participant will be actively involved in the learning process. This means that the responsibility for learning is shared between the trainer and the participant. The trainer is responsible for creating and implementing a thoughtful, systematic training design, based on experiential learning principles, and for creating the conditions for an appropriate learning environment. Participants share equal responsibility for generating the latter, and they are responsible for actively taking advantage of the design to maximize their learning.

Each person in the training environment, then, is responsible for learning and, ultimately, for the success of the course. This implies two things. First, it assumes that learning does not happen to people; rather it happens because people are actively engaged in the learning process. Second, it implies that knowledge is shared, that the trainer is not an omniscient expert, and that everyone has something to contribute to the learning process.

BACKGROUND PREPARATION FOR WORKSHOP

With the changes made in the management structure of PWA by the Board in June 1982, and the findings recently released in the studies by C&L and K-K it was decided that additional management training would be useful to the upper-levels of PWA. The skills and knowledge required to effect the transaction from the existing to the proposed PWA structure may require some emcumbrants to evaluate their present mode of operation in leadership, supervision, planning and implementation and seek ways to

* The model to be used in this workshop has been on recent work by James MaCaflern, Dan Edwards, and John Pettit in work with organizations similar to PWA in Guyana, Indonesia, and Tanzania.

alter, modify or even adopt new techniques. This workshop will offer the participant the opportunity to do just this. The participants will have an opportunity to experience the skills they need to manage their staffs and carry out their assigned responsibilities. Working together then will join in special training exercises that will oblige them to analyze complex situations, weight possible causes of why the problem occurs and synthesize this information into alternative solutions. The solving of these types of problems through participation in realistic simulations, role playing and working in small groups will lead to the development of practical action plans.

In order for the trainers to obtain a realistic appraisal of what the potential participants saw as their needs, a "Needs Assessment" instrument was developed and administered by the Manpower Development and Training Department. The Needs Assessment instrument was completed by 17 headquarters staff and the following results were obtained:

TABLE 1. Ranking by level of importance and development required

ROLE	RANKING/NO. OF RESPONSE	
	LEVEL OF IMPORTANCE	DEVELOPMENT REQD.
Group Leader	1/15	4/10
Res All	2/13	5/10
"	3/13	1/14
"	4/12	2/14
"	5/11	3/12
"		
"		
"	etc.	etc.
10		
11		

The results of this needs assessment were used to develop the points of emphasis in this first workshop.

PREPARATION FOR WORKSHOP

About two weeks prior to the workshop each participant will receive a summary of certain material from the C&L and K-K reports. This should be studied carefully, and for that material that you have something do with you should be prepared to be a resource person at the workshop. This means you may want to bring data with you for use at the workshop.

In addition you should review the ten roles delineated in the "Needs Assessment" instrument and clarify with Khun Chatchawan and ambiguities you may have.

To further ready yourself for the workshop, in addition to the above, you might ask yourself the following questions for those problems and roles pertinant to your job.

1. a) What are your employees doing that they should not be doing?
   b) When you correct your employees for doing things wrong, what specific things do you ask them to avoid?

2. a) What are your employees doing that they should not be doing?
   b) When you envision your staff or employees doing their jobs properly, what do you see them doing?
   c) What specific things would you like to see them doing but you do not?
   d) When you walk up to employees to tell them they are doing well, what specific things do you praise?

WORKSHOP SCHEDULE

The proposed workshop schedule is given on the following page:

Details of the conduct of the workshop will be given to participants at the Tuesday AM Session.

The basic approach to be used in the four Work Sessions is as follows:

1. Basic data will be presented for each problem to be analyzed.
2. A set of directions will be given to each subgroup (composed of 5 or 6 people) as to the procedures to be used in the analysts of the problem.
3. The subgroup will develop one or more alternative solutions to the problem and record this on a summary sheet. This will be submitted for typing and shared with the other subgroups for discussion.
4. Each subgroup will selected spokesman for discussing the subgroups findings before the entire group. Each subgroup will be responsible for integrating comments made in the general discussion into their report.

On Thursday evening each group will assist in combining their individual report into a combined workshop report, for discussion on Friday morning.

WORKSHOP OUTCOMES

The following outcomes are expected to be achieved during this workshop.

1. Introduce and implement various teambuilding techniques in analyzing problems and synthesizing solutions to problems.
2. Utilizing the above techniques, develop alternative solutions to PWA problems, both during the transition phase and for the long term.

	8.30 - 10.20	10.20-10.40	10.40 - 12.00	12.00-13.00	13.00 - 15.00	15.00-15.20	15.20 - 16.30
MONDAY 1 NOV.				- SAME -			
TUESDAY 2 NOV.		- SAME -			WORK SESSION ——LEADERSHIP STYLE——		
WEDNESDAY 3 NOV.	REVIEW DISCUSSION LEADERSHIP STYLE		WORK SESSION NEGOTIATOR - DISTURBANCE HANDLER				REVIEW DISCUSSION NEGOTIATOR - DISTURBANCE HANDLER
THURSDAY 4 NOV.	WORK SESSION ——CHANGE AGENT——				REVIEW DISCUSSION CHANGE AGENT	——WORK SESSION—— RESOURCE ALLOCATION/ THUR. EVENING PREPARE FINAL REPORT	
FRIDAY 5 NOV.				- SAME -			

PROVINCIAL WATERWORKS AUTHORITY

THAILAND

MANPOWER DEVELOPMENT AND TRAINING DEPARTMENT

ACTION PLAN FOR WORKSHOP DEVELOPMENT TEAMBUILDING FOR IMPROVED PWA OPERATIONS- AN INTRODUCTION

1-5 NOVEMBER 1982

PATTAYA, THAILAND

PREPARED BY:

MR. JOHN H. AUSTIN, CONSULTANT, IBRD

MR. WILLIAM FINLEY, PWA ADVISER

MR. CHATCHAWAN PHANTMANEE, HEAD, MDTD./PWA

MRS. SIRIPORN LEK-UDOM

WORKSHOP ACTION PLAN
1-5 NOVEMBER 1982

NO.	ACTION REQUIRED	BY WHOM	BY WHEN
1.	Send needs assessment instrument to 15 Regional Directors, add request for typical problems.	Chatchawan	23 SEPT.
2.	Tabulate results of 15 Regional Directors.	"	29 SEPT.
3.	Tabulate combined results of all respondents.	"	30 SEPT.
4.	Devide group listing of comments by respondents which may be pertanent to workshop planning process.	"	30 SEPT.
5.	Send results of 2,3 & 4 to Austin.	Siriporn	1 OCT.
6.	PWA review first draft of workshop announcement and prepare 2nd draft.	Chatchawan Finley Siriporn	29 SEPT.
7.	Mail 6 to Austin.	Siriporn	1 OCT.
8.	Austin & Edwards comment on 2nd draft of announcement and return to PWA.	Austin	12 OCT.
9.	Announcement distributed to participants.	Chatchawan	15 OCT.
10.	Draft cable for AID/Bangkok to AID/ST/HEA to request Austin and WASH assistance for workshop	Austin	23 SEPT.
11.	Respond to AID/Bangkok cable (10)	Austin	7 OCT.
12.	Select HQ. and regional reports for possible inclusion in data base for workshop.	Finley Somporn	7 OCT.
13.	Match problem areas with roles to be included.	Finley Chatchawan	30 OCT.

14.	Select problem areas to be used with each role.	Pinley Chatchawan	30 SEPT.
15.	Collect data for use on each problem and send to Austin.	Siriporn Somporn	1 OCT.
16.	Develop summary of each problem to be given to participants	Chatchawan	15 OCT.
17.	Develop case history statements.	Austin	18 OCT.
18.	Send the draft of case histories to PWA.	Austin	18 OCT.
19.	Develop directions for use of each case histories.	Austin	18 OCT.
20.	Send directions for each case history to PWA.	Austin	18 OCT.
21.	Comment on summary statement.	Austin	25 OCT.
22.	Distribute summary statement to participant.	Siriporn	20 OCT.
23.	Develop format for subgroup reports.	Austin	1 OCT.
24.	Send draft (23) to PWA.	Austin	1 OCT.
25.	Return draft (23) to Austin.	Siriporn	25 OCT.
26.	Develop format for workshop report.	Austin	1 OCT.
27.	Send draft (26) to PWA.	Austin	1 OCT.
28.	Return draft (26) to Austin	Siriporn	25 OCT.
29.	Assign responsibilities for each workshop session.	Chatchawan	22 SEPT.
30.	Draft activities, who responsible, supplies, handouts, AV aids, people, venue, etc. for each session.	Chatchawan Austin	18 OCT.
31.	Send these (30) to PWA	Austin	18 OCT.
32.	Develop list of all talent needed to run workshop.	Chatchawan Siriporn	15 OCT.

33.	Select names of individual to fill roles	Chatchawan	15 OCT.
34.	Notify people of role and obligations.	"	20 OCT.
35.	Develop training for each group of persons in 34.	"	25 OCT.
36.	Determine supplies,materials,transportation, space requirements for each person in 34.	"	25 OCT.
37.	Deliver training for each person in 34.	"	29 OCT.
38.	Finalize list of participants including full name,name for westerners to use at workshop (includes of date of workshop)and evaluation of attitude of each in relation to approach to be used in workshop and name of university where they receive their MS. or PhD.in sanitary eng. (where applicable)	"	8 OCT.
39.	Send 38 to Austin	Siriporn	6 OCT.
40.	Finalize workshop schedule.	Chatchawan	25 OCT.
41.	Select and prepare work site for week of 25 oct. to prepare for workshop at PWA.	Chatchawan	22 OCT.
42.	Rounded materials ,supplies,etc. for workshop.	Chatchawan	29 OCT.
43.	Prepare handout materials for workshop.	"	29 OCT.
44.	Schedule to work with workshop team for week of 25 oct.	Chatchawan	22 OCT.

APPENDIX B

Itinerary

Washington, D.C. to Bangkok	October 21, 1982
Bangkok to Washington, C.D.	November 6, 1982

APPENDIX C

Persons Interviewed and Contacted

1. William Finley, WHO/World Bank Advisor to PWA
2. Mechai Viraviadya, Governor of PWA
3. Chatchawan Punmanee, Director Manpower Development and Training, PWA
4. Dr. Wanchai Ghooprasert, Deputy Director Planning, PWA
5. Sawasdi Orvichian, Deputy Governor for Technical Affairs PWA
6. Lert Chainarong, Deputy Governor, Operation and Services
7. Somboon Yana, Personnel Director, PWA
8. Arron Thaicharoen, Water Operations Director
9. Chongchana Sitalaphruk, Director, Region 2, PWA
10. Chalermvong Nitipavachon, Director, Region 8
11. Wirnon Rangrongthanintr, Director, Region 9
12. Thira Kunaviphakorn, Director Region 13
13. Cun Took, Special Assistant to Governor
14. Dr. Boonsong Seuyouyong, Coordinator IIP
15. Davit Oot, USAID Mission, Thailand (contacted by Dr. Austin)
16. See Workshop Participants for other persons contacted.

APPENDIX D

PWA NEEDS ASSESSMENT INSTRUMENT

PROVINCIAL WATER WORKS AUTHORITY

NEEDS ASSESSMENT

This form is based on a detailed study of senior managers. The results of the the study showed that there were ten major roles that managers had to play in the course of their jobs. In order to assist us in the planning of your training, we would like you to examine these managerial roles and see how far your job uses the skills involved. The following roles (add more if you need to) are a good basis to identify where you feel the need to further extend your skill.

Using the following scale, please mark the appropriate places.

Level of Importance

A = Very important to my job

B = A normal part of my job

C = A minor part of my job

Development Required

3 = Need to develop my ability to perform this role

2 = Experienced at playing this role, but need to keep up to date with current approaches

= No need to spend more time at present to further develop my ability to play this role

To what extend does my job demand that I take on the following roles?

	Level of importance	Development required
1. Figurehead = ceremonial duties such as giving awards or public speaking and representing organisation at civic occasions	A = 3 B = 10 C = 8	3 = 7 2 = 4 1 = 5
2. Group Leader = being the person accountable for managing a group of people to resolve problems and agree on lines of action	A = 15 B = 1 C = -	3 = 10 2 = 6 1 = -

17 total

Level of importance		Development required	
1. Group Leader	15	1. Entrepreneur	14
2 Resource Allocator	13	2. Disturbance Handler	14
3 Entrepreneur	13	3. Negotiator	12
4 Disturbance Handler	12	4. Group Leader	10
5 Negotiator	11	5 Resource Allocator	10

	Level of importance	Development required
3. Liaison = making contact with other groups on behalf of your own group to resolve problems and get work done	A = 18 B = 8 C = –	3 = 6 2 = 7 1 = 3
4. Information = acquisition and dissemination of information both in own group and throughout the organization	A = 6 B = 7 C = 3	3 = 9 2 = 3 1 = 5
5. Spokesman = representing the organization to the "outside world" in proclaiming its message through public relations, or similar activities	A = 5 B = 6 C = 5	3 = 6 2 = 4 1 = 6
6. Entrepreneur = engaging in activity to develop new ideas, innovate, and make changes that are designed to develop the organization from its present operation to a new form	A = 13 B = 3 C = –	3 = 14 2 = 2 1 = –
7. Resource Allocator = deciding who gets what work, rewards, budgets, and other resources	A = 13 B = 3 C = –	3 = 10 2 = 6 1 = –
8. Disturbance Handler = responding to, withstanding, and coping with unexpected changes, conflicts, and pressures in the work situation	A = 12 B = 3 C = 1	3 = 14 2 = 1 1 = 1
9. Negotiator = bargaining as an integral part of getting the job done, whether it be with staff, colleagues, or people outside the organization	A = 11 B = 4 C = 1	3 = 12 2 = 3 1 = 1

		Level of importance	Development required
10.	Personal - being by oneself to think, write, compute, plan, or do other work which demands individual managerial skill	A = 10 B = 3 C = 1	3 = 9 2 = 5 1 = 1
11.	_____	_____	_____
12.	_____	_____	_____

APPENDIX E

INTERVIEW FORMAT

DRAFT 1
DAN EDWARD:
OCT.26,198.

PROVINCIAL WATER WORKS AUTHORITY

INTERVIEW FORMAT

Basic Data: Name, position, length of time in Job, history in organization, refer to information previously collected

1. Personnel Selection:

   A) If you were going to hire someone into a management job, what quality would you look for in this person?

   B) Given the recent recommendation to reorganize the staffing, what sort of jobs do you think will require people from outside the Agency? From inside?

2. Performance:

   Thinking of people who work under(with) you, what kind of behavior and accomplishments deserve positive comment or recognition? What kind of behavior would you describe as negative?

3. Meeting Effectiveness:

   Think of the last meeting you conducted (or attended). Describe how the meeting was conducted. Describe why you felt the way of running the meeting was effective or ineffective.

4. Conflict Management:

   A) Think of the last time you, or someone you know in a management position, effectively resolved a conflict among individuals or departments in which you were included. Describe the way the manager delt with the conflict.

B) What organizational conflicts now exist in PWA? What should be done about them?

5. Priority Setting and Decision Making:

A) Think of the last time you reassigned priorities to objectives in which you were engaged. Describe the reasons for these changes in priorities. How do you set goals? How does PWA set goals?

B) Think of the last time an important decision was made in your unit. How was it decided? Who was involved? How was the decision communicated?

C) Under what conditions should management use concensus decision making, and under what conditions? Should decisions be made unilaterally?

D) What types or decisions should be made at each level of the organization?

6. Agency Communication:

Think of the last time you received information about important agency business; who communicated it to you; how was it communicated? How do you inform subordinates of important agency business?

7. Role Clarity:

A) How do you perceive your role? How is it different from those above you? Below you?

B) What would you like to be doing in the Agency that you are not doing; where can you contribute the most to PWA? What additional experience or training do you need to be able to do that?

8. Human Resource Utilization and Development:

A) How does PWA make the best use of the people it has?

B) Do you think people should be asked to move to field sites in order to accomplish this? Would you be willing to move? If so, under what conditions?

9. Delegation:

A) Think of the last time you were in charge of an important project or program. How much of it did you do yourself? How did others get involved if they did?

B) Do those above you delegate the means to carry out work? When was the last time you did this to those below you?

10. Organizational Change:

A) What changes have taken place in the last six months in PWA? Have they been positive or negative? How have they affected you?

B) How should PWA move from a civil service organization to a public corporation?

C) What conflicts exist between the two merging organizations? How should they be resolved?

D) Are you familiar with the recent Coopers&Lybrand Report? What recommendations do you feel are out of place?

E) If the organization is changed based upon the new recommendations, some people will need to fill new jobs. Who should get them, insiders or outsiders? Should there be open competition? How would you feel if one of your peers were promoted over you? How would you feel if you were promoted over your peers?

11. Organizational Integrity

A) Do you feel it is appropriate for two family members to be in manager/subordinate relationship in the organization? If no, what should be done about it. If yes, why?

How big a problem do you think corruption is in the agency?, then

B) On a scale of 1-10, how would you rate the level of integrity?
In your Department? 1-10
your Division? 1-10
your Water Works? 1-10

C) On a scale of 1-10, how much nepotism exists in the organization? At the Department level?
At the Division level?
At the Water Works level?

D) If you were to name people you trust/mistrust, how many would there be? 1,3,5,10..

E) We have heard that committees do not sanction irregularities in some ways. Why do you feel that committees do not apply the sanctions indicated? Should this standard be applied to all levels (top to bottom)? Should there be a difference in first, second and, third offences?

F) Think of the last time you were involved in a Committee to investigate an irregularity, how was this done? Do you feel more comfortable investigating a subordinate or a peer?

12. Public Opinion:

A) Has public opinion changed towards PWA in the last few months? What has been your role in this?

B) How would you like people to perceive PWA in 5 years?

C) As a consumer, what would you say are the 5 major complaints against PWA and what would you do about it?

13. Suggestions and Comments:

A) What ~~is the best thing~~ do you like most about your job? The ~~worst~~ like least thing?

B) If you were the top Governor, what changes would you make?

C) If you worked on the lower levels of the agency, what do you think would be the most positive and negative thing about working for PWA?

D) What do you think of what the Governor has done to date? What should he have done? What should he do soon?

E) What should we address at the workshop? most important?

STATUS

APPENDIX F

INTERVIEW RESULTS SUMMARY

SURVEY/INTERVIEW RESULTS SUMMARY

1. Personnel Selection and Staffing

Given the recommendation to reorganize, who should get job?

Most said:

> Hire as many people from within the Agency and train them if necessary. If this is not possible, then hire from the outside.

2. Performance

What are people doing well in the Agency when they do a good job?

- Setting goals and meeting them
- Acting responsibly
- Demonstrating their skills

What is the most frequently mentioned performance problems?

- Complaining and making excuses
- Not accepting responsibility
- Coming late and leaving early
- Being lazy

3. Meeting Effectiveness

What meetings are run most effectively?

- Those meetings which allow people to talk
- Those meetings where information is shared freely
- Those meetings which use an agenda
- Those meetings which have clear goals

4. Conflict Management

How is conflict managed in the organization?

- Conflict is mostly swept under the rug

- The most effective managers are willing to enter into a third party role, talk to both sides, get the information straight, and act fairly.
- The consequence of hiding conflict is gossip and rumour.

What conflict now exist in PWA and why do they exist?

1 - The uncertainty of the organizational structure was mentioned very often

2 - The still unresolved struggles for power and influence between the former PWD and MPH groups

Equal:
- The unnecessary paperwork and bureaucratic procedures
- Chain of command unclear and not used

What should be done about the conflicts?

- Bring people together
- Use more democratic management, include people more in decision making
- Delegate more at all levels

5. Decision Making

How should decisions be made?

- Decisions should be made at the implementation level as much as possible
- Concensus and democratic management should be used for most decisions unless the issue is a large policy issue which only the Governor can make. Then information and input should be solicited from others before a final unilateral decision is made.

6. Role Clarity

- The major problem is that roles are not clear and people do not know where they will be in the future organization.

- The chain OK command must be clarified
- Jobs need to be clearly defined at all levels

7. Human Resource Development

How should PWA make the best use of the people it has?

- By communicating more with people
- By providing more training, especially management training

Should people be asked to move to Field Sites, should people be rotated in order to give them more experience?

- Strong recommendation that rotations be a regular part of career development

8. Organizational change

What positive changes have taken place in PWA in the past six months?

- Standards are being set
- Communication is beginning to open up
- The potential for positive change is being developed

What questions or doubts exist with the recent changes?

- Will the Governor stay?
- The loyalty of the top management to each other is not clear

What recommendation for organizational change made by the recent Coopers&Lybrand study are questionable?

- The proposed organization chart does not seem to accomplish decentralization
- The details of the relationship between groups in the organization chart are not defined

9. Organizational Honesty

Is corruption a problem?

- Most people felt it was a moderate to large problem, but being reduced
- Most felt it took place wherever the opportunity existed, but was often more in evidence at the Water Works level

10. Public Opinion

What do consumers and the public think of PWA?

- Public opinion is getting better, but
- Water quality is not what it could be, quantity is low and service is slow

11. Recommendations

If you were Governor, what would you do?

- Draw all factions in PWA into one working team
- Decentralize
- Provide more training
- Strengthen field organizations
- Reward good performance and take remedial measures to correct poor performance

How is the Governor doing?

- Going in the right direction
- Is developing good public relation
- Is concerned about all levels of employees
- Is providing quicker decisions

What should he do more of?

- Settle the organization chart
- Work more closely with the Field Water Works and Regions

- Set performance standards and follow-up on them
- Decentralize
- Make all managers set a good example

12. <u>What should we do at the Workshop?</u>

- Provide opportunity for team building, get people together
- Establish guidelines for good performance
- Clarify expectations and roles
- Work out issues of decentralization and decision making
- Work on specific problems

APPENDIX G

PROBLEM STATEMENTS, GROUP INTRUCTION SHEETS AND DETAILED RECOMMENDATIONS

WORK GROUP RECORDING SHEET

GROUP MEMBERS

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

PROBLEM STATEMENT: Role Clarification

Managers are unsure of what Authority they have vis a vis other units to make decisions and delegate. This situation is found in Field-Central Office Relations, as well as among units and divisions at all levels.

Managers receive conflicting information from Central Office divisions about policies and procedures, as well as how to solve problems and obtain resources. The need to clarify roles and expectations within the organization is indicated.

DISCUSSION, KEY POINTS

TABLE # 1.

CENTRAL OFFICE EXPECTATIONS AND NEGOTIATIONS AGREEMENTS

EXPECTATION	ACCEPT		CONDITIONS
	YES	NO	
1. Keep correct, complete and up to date information flowing from HQs to Regions.	X		Manpower, equipment and training must be provided, together with appropriate forms.
2. Pay attention to specific questions and set time limits for response.	X		
3. Distribute messages, facts, regulations, and commands that have been sent from the Regions, and monitor follow up actions.	X		
4. Direct more attention to rural water supply systems.	X		
5. Try to economize the budget.	X		Already practiced but HQs must do the same.
6. Establish and maintain an up-to-date Work Plans, promote and monitor implementation.	X		Same as 1
7. Regularily visit the Waterworks.	X		Necessary budget must be provided.
8. Coordinate programs with municipal authorities.	X		Already practice and will continue.
9. Expand public relations program.	X		Same as 1
10. Utilize all kind of resources.	X		Will start same time as HQs.
11. Develop the services.	X		Already practiced and will continue.
12. Exercise fully the authority accompanying rank in solving critical/specific problems.	X		Same as 1
13. Follow up and expedite payment of water bills in arrears.	X		Will pursue private connection and HQs should do the same for government offices.
14. Don't be kind to the water-stealing people. Penalized without compromise illicit water users.	X		Would like HQs to enact appropriate rules and regulations such as registering a complaint, fining etc.
15. Improve attitudes and public opinion about the services and also show more coordination for the consumer.	X		

TABLE 4

CENTRAL OFFICE EXPECTATIONS AND NEGOTIATIONS AGREEMENTS

EXPECTATION	ACCEPT		CONDITIONS
	YES	NO	
16. Inspect construction sites as required to ensure good quality work.	X		
17. Work strictly in compliance with regulation and commands.	X		HQs should improve rules and regulations and compile them for reference.
18. Direct more attention to water quality.	X		Same as 1
19. Emphasize housekeeping at Waterworks.	X		Enough budget, equipment and manpower must be provided.
20. Look after the subordinates welfare.	X		But HQs should provide some help.
21. Managers must work hard as an example of the subordinates.	X		Already practice and will try to improve.
22. Base promotion of personnel on hard work and effectiveness.	X		More support from HQs.
23. Effectively maintain the security of site and treated water.	X		HQs should seek budget for fence building and guards.

TABLE 12

REGIONAL OFFICE EXPECTATIONS AND NEGOTIATED AGREEMENTS

EXPECTATION	ACCEPT		CONDITIONS
	YES	NO	
llocted budget to Region for nt.	X		When funds are available, which will depend on improved financial situations.
nal Office authority to d execute in every aspect ement.	X		Within limits of rules and regulations of PWA.
ions to take part in PWA ocation.	X		
r and Regional Office orders ications to be at the assis- nor level and above.	X		For orders of an extentive nature but for the communications of routine work items. Regional Office can directly contact the Units concerned. HQ.will coordinate with the units concerned to prevent overlapping of work.
uthority and responsibility ansfer and/or rotation of taff below grade 6.	X		Should consult with H.O. before taking action.

TABLE 3

REGIONAL OFFICE EXPECTATIONS AND NEGOTIATED AGREEMENTS

EXPECTATION	ACCEPT		CONDITIONS
	YES	NO	
6. Regions to take part in the master planning of waterworks.	X		
7. More decentralization.	X		To be in conformity with,and in best interests of needs of regions and of PWA's Regulations.
8. Regions to purchase and procure all equipment and materials for thier own use.	X		In some cases but if a working group is selected ,the regions will take part in it.
9. Regions to transfer equipment and materails within respective regions.	X		Inspection to be carried out before implementation.
10. Rewards within quotas(eg.step-increments) as proposed by regions to be agreed to by H.Qs.	X		
11. The left over portion of reward quota to be fairly distributed.	X		
12. Regions to take part in the investigation committee.	X		
13. Provide sufficient accommadation for field staff. Provide more fringe benefits. (eg. motorcycles,cars.)	X		Regarding extention of registrations,there is no final solution on vehicles transferred from the Health Department.

TABLE 5.

REGIONAL OFFICE EXPECTATIONS AND NEGOTIATED AGREEMENTS

EXPECTATION	ACCEPT		CONDITIONS
	YES	NO	
14. Job descriptions for all positions to be defined.	X		Now in process.
15. Provide sufficient manpower to regions.	X		Accept the proposal for further discussion.
16. Personnel development to be introduced immediately.	X		Has been done and is continueing.

WORK GROUP RECORDING SHEET

GROUP MEMBERS

1. Lert - Chairman
2. Kanya
3. Thammanoon
4. Nakorn
5. Manu
6. Virusah - Secretary

PROBLEM STATEMENT: Decision Making

Decisions are made inconsistently within the organization. Managers are unclear about which decisions to make themselves and which to delegate to others. Sometimes decisions are not made at all due to uncertainty and/or lack of information. This is true at all levels of the organization. There is disagreement within the organization about the issue of centralized decision making. Some managers feel that too much decision making authority resides at the top levels for issues which can more effectively be made at the implementation level. In order to clarify this situation, recommendations need to be made to determine who should make which decision, and at what level.

DISCUSSION, KEY POINTS

1. Employment of Personnel
2. Delegation of works, responsibility and authority
3. Shifting of duty and officer rotating
4. Appointment of officer-in-charge
5. Commodity procurement and contracting
6. Delegation of works to assistant
7. Approve hiring of temporary employees
8. Approve payment of overtime and piece-work

DECISION MAKING

SMALL GROUP TASK ACTIVITY WORKSHEET

Fill out the following chart after group deliberation. Give as many examples as possible, i.e. hiring personnel, contracting, small purchases, assigning personnel, disciplining, setting priorities, etc.

Which decision should be made?	What level should make this decision?	Who should make this decision?
1. Employ personnel (for the region and water works) up to grade 5 (vacancy position is available)	Region	Regional Director
2. Delegation of work (responsibility and authority)		
2.1 In case of unclear		
2.1.1 Reg. level	Region	Regional Director
2.1.2 Waterworks	Waterworks	Manager
2.2 In case of clear determination of delegation, regulation and procedures		
2.2.1 Work under control of Dep. Govs.	Deputy Governor for that branch	Deputy Governor
2.2.2 Regional level		
2.2.2.1 Approved of water-charge discount	Region	Regional Director
2.2.2.2 Approved of free-of-charge water (give away)	Region	Regional Director
3. Shifting of duty and rotating of position		
3.1 Region - For all positions except Asst. Dir. Managers & Asst. Manager	Region	Regional Director
3.2 Waterworks (Temporary shifting only) - All positions lower than supervisor	Waterworks	Manager

DECISION MAKING

SMALL GROUP TASK ACTIVITY WORKSHEET

Fill out the following chart after group deliberation. Give as many examples as possible, i.e. hiring personnel, contracting, small purchases, assigning personnel, disciplining, setting priorities, etc.

Which decision should be made?	What level should make this decision?	Who should make this decision?
4. Appointment of Officer in-charge of:		
4.1 Waterworks Manager	Region	Regional Director
4.2 Job Supervisor (in Waterworks)	Waterworks	Manager
5. Work carrying as decision making as its procurement regulation (except reconciliation of contract)		
5.1 Regional level - up to 400,000 Bht	Region	Regional Director
5.2 Waterworks - up to 20,000 Bht	Waterworks	Manager
6. Delegation of work to Assistants		
6.1 Regional level	Region	Manager
6.2 First grade Waterworks level	Waterworks	Manager
7. Approve hiring temporary employee up to 5 days	Waterworks	Manager
8. Approve payment of overtime etc. for waterworks and payment piece works (not over of labor 4 hours)	Waterworks	Manager

PROPOSAL NO. 1

RECOMMENDATIONS

1. According to the PWA's position classification etc. regulation, providing that, "Appointment of all positions is under the authority of the Governor only". This regulation should be revised, so the proposal can be put into practice.

ACTION PLAN

WHAT STEPS	WHO RESPONSIBLE	BY WHEN
1. Drafting revision regulation	Personnel Department	within 3 months, commencing the end of this workshop
2. Submit for getting approval to the Governor	- do -	
3. Submit to Sub-PWA Committee (Law)	- do -	
4. Submit to PWA Board of Director	Governor	

PROPOSAL NO. 2

RECOMMENDATIONS

2.1 According to PWA organization regulation has unclearly defined the status of managers. Job Description has not been done. All related factors should be revised so the proposal can get done. Regional Director is permitted to review and make change of the duties delegated by the Waterworks Manager, when appropriated.

- - - - - - - -

2.2 According to PWA's issue, the delegation of authority to Deputy Governor (Operation) on behalf of the Governor are not clearly defined, especially the decision making to be made in case of proposal 2.2.1. As well, delegation of authority to Regional Director and Waterworks Manager proposed in No. 2.2.2 and 2.2.3. The issue should be revised.

ACTION PLAN

WHAT STEPS	WHO RESPONSIBLE	BY WHEN
Same as Proposal 1	Same as Proposal 1	Same as Proposal No. 1
- - - - - -	- - - - - -	- - - - -
1. Write memo to Governor as for principle approval	Operation Branch	within 3 months, commencing the end of this workshop
2. Draft PWA's issue for the Governor	- do -	

PROPOSAL NO. 3-4

RECOMMENDATIONS

3. According to shifting duty and rotation of personnel at Regional and Waterworks level is easily accomplished. The revision for this matter should be made.

- - - - - - - - - -

4. According to PWA's issue order, the delegation of authority to the Regional Director to appoint officer acting or behalf of Waterworks Manager, determined that "the appointee must be working at that Waterworks. So the flexibility is limited. In addition, the authority to appoint one or acting on behalf of supervisor in Waterworks has not been delegated. The revision should be make. Any suitable officer within the region can be selected to act on behalf of the manager, and the same principle must be applied to the supervisor in the Waterworks.

ACTION PLAN

WHAT STEPS	WHO RESPONSIBLE	BY WHEN
3. Same as Proposal 1	Same as Proposal 1	Same as Proposal 1
- - - - - - - -	- - - - - - - - -	- - - - - -
4. Same as Proposal 2 - 2.2	Personnel Division	Same as Proposal2-2.2

PROPOSAL 5-8

RECOMMENDATIONS

5. According to PWA's Issue Order, (Title Delegation of Authority). The procurement of commodity at a certain amount has been delegated to Regional Director and Waterworks, but the delegation is still unclear. In order to cover all aspect of this matter together with providing more facilitation for procuring the revision should be made.

6-8. According to the delegation has not been made for these proposals, and to comply with Governor's decentralization policy together with providing more operating facilitation, the delegation should be made.

ACTION PLAN

WHAT STEPS	WHO RESPONSIBLE	BY WHEN
5. Same as Proposal 2 - 2.2	Same as Proposal 2 - 2.2	Same as Proposal 2 -2.2
6-8. Same as Proposal 2 - 2.2	Operation Branch	Same as Proposal 2-2.2

FISH BOWL CONCLUSIONS

Recommendation No.	Acceptable Yes	Acceptable No.	Conditions/ Comments
1.		X	Retain present PWA system
2.2.1	X		Already existing
2.2.2	X		Will take action
3.		X	Retain present PWA system
4.	X		
5.	X		Will try to clarify
6. - 8.	X		

WORK GROUP RECORDING SHEET

GROUP MEMBERS

1. Pavitaya
2. Aroon
3. Prasert
4. Somboon J.
5. Jaron
6. Thira

PROBLEM STATEMENT: Organizational Communication

Information within PWA does not flow smoothly from top to bottom (and vice versa) or between units horizontally. For example:

1. Information in the system is sometimes stopped before it arrives at the destination of the ultimate user.
2. Field people sometimes receive conflicting information from different divisions at headquarters.
3. Data is not collected and analyzed sufficiently for decision making purposes.
4. Sometimes one region is not aware of what another is doing.

There is a feeling expressed by many that, because information is power, some managers protect their authority (at whatever level) by holding on to important information.

DISCUSSION, KEY POINTS

- See activity worksheet.

ORGANIZATIONAL COMMUNICATION

SMALL GROUP TASK ACTIVITY WORKSHEET

After full discussion, present your information in the following form. Consider such information as: policy decisions, new ideas for bill collection, availability of equipment, job openings, etc.

Which Information?	Who should receive it?	How should it be shared?
1.Within PWA		
1.Planning		
1.1 budget	Division,Regional Office	Financial Dept. direct
1.2 personnel	and up.	Clerical Dept. direct
1.3 technical	"	Technical Dept. direct
2.Minutes of meeting concerning policies.		Clerical Dept. direct
(Board,Cabinet etc.)	"	
3.Rules,regulations, official orders.	"	Governor's office via Divisions and Reginal offices.
4.Correction any understanding rumors.	All employees	
5.New ideas,inventions.	Division	Originators->supervisor—, clerical Dept. direct
6.material prices and standards.	Div.&Reg.Off.and up	Eng. Dept. direct
7.Response to memos, cash receipts,etc.	all units	receiver notifies sender.
8.Contracts signed on behalf of Governor	Procurement Div.	Executing unit send direct.
9.Changes in distribution		
9.1 mains	Technical & Plan Dept.	Reginal Office direct.
9.2 secondary nets	Reginal Office	Waterworks direct.

ORGANIZATIONAL COMMUNICATION

SMALL GROUP TASK ACTIVITY WORKSHEET

After full discussion, present your information in the following form. Consider such information as: policy decisions, new ideas for bill collection, availability of equipment, job openings, etc.

Which Information?	Who should receive it?	How should it be shared?
10.Major construction and modifications.	Tech.& Planning Dept.	Reg. Off. direct
11.Staff traveling outside own area.	unit responsible in area	Supervisor of staff
12.Personnel information and job openings.	Div. & Reg. Off. and up	Clerical Dept. direct
13.Reports		
13.1 Financial	Financial Dept.	WW and Reg. off. direct
13.2 Procurement and stock.	Procurement Dept.	" "
13.3Technical	Tech. Dept.	" "
14.Bill collection.	Financial Dept.	WW direct
2.Outside PWA		
Public Relations		
1. Tariff and modifications.	Customers & public	Governor's off. Reg. off. direct
2.Services interruptions.	" "	WW, Reg. Off. direct
3.Constructions and distribution expansions.	Public & Govt. offices	Governor's Office, Reg. Office, waterworks direct.
4.Service improvements.	" "	"
- fee reductions	Public & customers	"

RECOMMENDATIONS

1. The information and of communication suggested herein should be practiced both within the headquarters and the field offices or among the offices in order to ensure that the intended information receiver receives the message. Otherwise, the unit head must be responsible for the delayed or negligent action.

2. Information should be sent directly to responsible units to avoid red tape and to let each unit have a share of responsibility in screening the information and making decision as to who else should receive the information. Regarding the latter, head of the unit has the authority to adopt his own method of distributing the information as he deems most efficient.

ACTION PLAN

WHAT STEPS	WHO RESPONSIBLE	BY WHEN
1. determine who should receive the information	head of the unit	within 1 mth. after the workshop.
2. see to it that the information reachs the intended receiver	head of the unit	periodically and make any necessary adjustment.
3. fix the time required for each process and that for each responsible person.	head of the unit	continue from 1.
4. find a substitue in case responsible person is absent.	head of the unit	continue from 1.

FISH BOWL CONCLUSIONS

RECOMMENDATION NO.	ACCEPTABLE YES	ACCEPTABLE NO	CONDITIONS/ COMMENTS
1 and 2	X		Agreeable in principal. -Communication as presented here should be divided into 2 categories: content and means. Content of the information and intended receivers- classified into different levels should be identified. Means to deliver the information should be carefully thought of later. Different methods should be considered such as use of cassette tapes, radios etc.

WORK GROUP RECORDING SHEET

GROUP MEMBERS

1. Mechai
2. Viroon
3. Chalermwong
4. Precha
5. Somboon Yana
6. -

PROBLEM STATEMENT : Staffing

As the PWA makes the transition from a Civil Service Organization to a state corporation, reorganization will invitably take place. New positions may open up, roles may change. Central Office staff may be requested to move to field sites and rotations may occur. At present there is a great deal of uncertainty about how this process will take place. Guidelines for staffing the organization have not yet been made. The consequence of this is the creation of a great deal of anxiety at all levels.

DISCUSSION, KEY POINTS

See Recommendations

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STAFFING

SMALL GROUP TASK ACTIVITY WORKSHEET

Discuss the problem and recommend guidelines for the following:

1. Under what conditions should outside versus inside persons be placed in positions?
2. Under what conditions should Central Office staff be transferred to field sites and vice versa?
3. Under what conditions should staff be rotated between regions?

N.A.

RECOMMENDATIONS

1. Under what conditions should outside versus inside persons be placed in positions?

   1.1 Conditions of recruitment outside persons at the executive level:

   - In prior consideration, the sufficient and experienced inside persons will be considered
   - In case that there are unable to find well qualified and experienced inside persons be placed in specific positions, outside persons will be considered

   1.2 In case there is vacancy in positions and inside persons can be placed, PWA will give chance to any inside persons whose qualifications are as specific in conditions defined.

2. Under what conditions should Central Office staff be transferred to field sites and vice versa? Staff be rotated between regions? Staff be rotated within central units and within regions?

ACTION PLAN

WHAT STEPS	WHO RESPONSIBLE	BY WHEN
N.A.	N.A.	N.A.

RECOMMENDATIONS (STAFFING) CONTINUED

2.1 Staff at various levels both in Central Office and Regions should be rotated for the experience of staff and the benefits & efficiency of PWA.

2.2 Following items are positions that should be rotated (running in priority orders)

- Deputy Governor
- Director of Department
- Director of Division/Division Chief
- Director of Regional Office
- Deputy Director of Regional Office
- Waterworks Managers
- Section Chiefs
- Other staff

2.3 Rotation of personnel in item 2.2 can be done in 3 ways:

1) within the headquarters
2) between HQs and field offices
3) between regional offices and within one region

2.4 Office [illegible]:

1) 3 years for WW Managers and higher
2) as deemed appropriate for section chiefs and below

3. PWA Organization structure

Improvement of PWA structure should be done in 2 stages:

Stage 1 for the next 3 years - by mixing the structure last approved by the Board with that suggested by C&L with the consent of C&L.

It is expected that in the new structure there will be :

- 1 Deputy Governors for Technical Affairs
- 2 Deputy Governor for Field Operations
- 1 Senior Adviser
- 2 Assistant Governors
- rural water supply will be handled by Reg. Offices
- purchasing unit will be seperated from the present procurement division
- meter repairing and equipment maintenance will be handled by regional offices

4. Job titles and duties

PWA should define job titles with wide scopes of duties so as to allow flexibility in their works as much as possible by classifying them into several groups such as technical and service, financial

FISH BOWL CONCLUSIONS

RECOMMENDATION NO.	ACCEPTABLE YES	ACCEPTABLE NO	CONDITIONS/ COMMENTS
1.1	X		Personal reservations and implications are to be given consideration.
1.2	X		-Personnel Division is responsible -Clarify classification of outside and inside staff
2.1	X		-Clarify condition for tranfer -Criterial needed for determining of person is still beneficial to PWA -Personnel Division is to define principles
2.2	X		
2.3	X		
2.4		X	-Should be 4 years -Position qualification should be clarified
3.		X	-Additional infor. is needed -A further session should be held to study
4 - 6	-	-	Additional infor. is needed

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WORK GROUP RECORDING SHEET

GROUP MEMBERS

1. Vuthichai
2. Sawasdi
3. Chongchana
4. Manit
5. Sitthichai
6. Virayu

PROBLEM STATEMENT: Performance Standards

Standards for employee performance are not established. Written job descriptions do not exist. Therefore, it is difficult to hold employees accountable for their performance. The consequences of good or bad performance are not consistantly enforced. Supervisors need to establish clear standards for performance, communicate them to employees and hold them responsible for tasks. Guidelines need to be established for rewarding good performance and correcting bad performance.

DISCUSSION, KEY POINTS

1. Employment without job descriptions will result mismatch to management needs, and poor performance could be expected.
2. After being employed, if there is no guidelines for evaluation of efficiency the performance will be deteriorate.
3. How to upgrade or refreshing employee's knowledge and capability when his performance was getting poorer.
4. The evaluation of efficiency as stated above must be kept during his employment and it shall be served as basic information for promotion.
5. Reward or punishment should be introduced annually and be based on the same standard.

PERFORMANCE STANDARDS

SMALL GROUP TASK ACTIVITY WORKSHEET

After full discussion, present your information in the following form:

1. Develop examples of good job descriptions.
2. Develop suggestions for supervisory performance review.
3. Develop guidelines for supervisors to use in rewarding good performance and correcting bad performance.

(EXAMPLE A)

JOB DESCRIPTION FOR WATER METER READERS

Qualification

1) Secondary school certificate (10 year of formal education)
2) Lower education than (1) above must have at least two year experience in water supply systems, and pass 3 month preassignment test for the duty.

Duty Responsibility

1) Read consumers' meters in the assigned connections and within a predetermined time
2) In-site test of meters for accuracy in case of doubt
3) Report on defects of water meters and other visible evidence of leaks and waste in the assigned distribution system
4) Other assigned responsibility from the supervisor

Work Load and Classification (for each position)

1) Responsible for water meters up to 500 connections and other assigned responsibility from the supervisor (2nd Grade)
2) Responsible for water meters from 501 to 1,000 connections (2nd Grade)
3) Responsible for water meters from 1,001 to 1,500 connections

(EXAMPLE B)

PRINCIPLE METHODOLOGY FOR SUPERVISION

A) Principles

1. Arrange to have job description for new assigned employee on his first occation in order to
   - 1.1 Familize himself with new work location, colleagues to support good team building and coordination
   - 1.2 Help him to understand the assignments, objectives, and targets of the Authority and concern work unit
   - 1.3 Familize himself with specific tools and equipment need for his job. Learning by mistakes should be avoided as much as possible
   - 1.4 Help him to acquaint with his colleagues. Feel warm welcome, conficence, energetic to be a new member of the gang
2. Arrange to have Job Supervision on to
   - 2.1 Help him perform his work as needed, assistance from the supervisor should cover the good methodology
   - 2.2 Assist him to acquaint in new technology, methods, including Rules and Regulations. Frequency of supervision should be increased as needed, but 3-6 month period is recommended for start-up
   - 2.3 Assist him to new position that has higher responsible
3. Arrange to have training, job description and further education
   - 3.1 On the job training should be introduced for specific positions to improve skills, efficiency and minimize errors
   - 3.2 Training Arrangement
     - 3.2.1 New technology oriented training
     - 3.2.2 Promotional oriented training
     - 3.2.3 Team building oriented training
   - 3.3 Job Observation Arrangement
     - 3.3.1 Various plant capacities observation to support readiness of employee for new assignment
     - 3.3.2 International job observation should be introduced as needed

Guidelines for Supervisors to Use in rewarding good performance and correcting bad performance

1. จัดทำบรรทัดฐานปูนบำเหน็จ รางวัล และการลงโทษ
2. กำหนดเป้าหมายและปริมาณที่รับผิดชอบ (goal)
3. ให้มีรายงานและติดตามผลรวมทั้งการประเมินผลงานที่ดีมีประสิทธิภาพ
4. สร้างทัศนะคติที่ดี และมีการจูงใจหรือกระตุ้นให้เจ้าหน้าที่มีความรู้สึกอยากทำความดีแข่งกัน
   - เมื่อทำงานดีจะมีความก้าวหน้าและเลื่อนตำแหน่งเห็นได้ชัด
   - สรรเสริญและยกย่องผู้ทำความดีและลงโทษผู้กระทำความผิดโดยเจตนาอย่างเด็ดขาด
   - ให้เห็นความแตกต่างระหว่างผู้ทำงานดีกับผู้ไม่ทำงานอย่างชัดเจน
   - ให้ผู้บังคับบัญชาสอดส่อง ดูแล และติดตามผลการปฏิบัติงานของผู้ทำงานดีและถูกลงโทษอย่างใกล้ชิด
5. การโยกย้ายให้ถือว่าเป็นการพิจารณา ความดีและลงโทษด้วย
6. บำเหน็จความดีความชอบประจำปี
   - ได้ขั้นเงินเดือน 2 ขั้น
   - พิจารณาเลื่อนขั้น
7. ให้รางวัลพิเศษแก่ผู้มีผลงานดีเด่น
   - ให้โล่เกียรติยศ
   - ประกาศเกียรติคุณ
   - ให้เงินสวัสดิการพิเศษแก่ครอบครัว เช่น ทุนการศึกษาหรือค่าสมุดหนังสือ
   - ให้ทุนไปดูงานต่างประเทศ
   - สนับสนุนให้ศึกษาต่อ
8. <u>การลงโทษ</u>
   - ทุจริตและกระทำโดยเจตนา ให้พิจารณาลงโทษอย่างเด็ดขาด
   - ไม่ได้ทุจริตแต่กระทำความผิดโดยไม่เจตนา แต่เป็นความผิดครั้งแรก ควรพิจารณาลงโทษ โดยให้ผู้กระทำความผิดมีโอกาสแก้ตัวและปรับปรุงการทำงานให้ดีขึ้น

RECOMMENDATIONS

1. Prepare Job Descriptions for every position
2. Prepare Performance Evaluation Form
3. Transfer performance record to the existing personal record file
4. Arrange to have systematic supervision system with manual, training and further studies.
5. Standardize rewarding and punishment procedures.

ACTION PLAN

WHAT STEPS	WHO RESPONSIBLE	BY WHEN
I 1) Prepare Job Description	Personnel Division	Within 3 months
2) Put the right man to the right job	Personnel Div & Responsible Work Unit	1 month after I 1)
3) Prepare clear Work Flow Chart	Responsible Work Unit	1 month after I 1)
II Arrange to have Systematic Supervision System with manual for:	Training Unit & Supervisors	
- Job Orientation	"	First day on duty. Every 3-6 months. As appropriate.
- On-duty Supervision	"	
- Training	"	
III 1) Prepare Performance Evaluation Guidelines		
- Forms and guidance	Personnel Division	Within 6 months
- Procedure	Supervisors	Every 3-6 months (with annual summary)

RECOMMENDATIONS

ACTION PLAN

WHAT STEPS	WHO RESPONSIBLE	BY WHEN
2) Merge individual performance record to personnel file	Personnel Division	Annual
IV Standardize rewarding and punishment procedure	Personnel Division	Witnin 3 month

FISH BOWL CONCLUSIONS

RECOMMENDATION NO.	ACCEPTABLE YES	ACCEPTABLE NO	CONDITIONS/ COMMENTS
1.	X		
2.	X		
3.	X		Each six months
4.	X		Prepare evaluation regulation

WORK GROUP RECORDING SHEET

NO. 5

GROUP MEMBERS

1. Anant
2. Anuchit
3. Chaweng
4. Chatchawan K.
5. Suvat
6. Suwanarat

PROBLEM STATEMENT : Training Needs Assessment

Managers and Supervisors indicate that staff lack the necessary skills to carry out tasks. The need for training has been indicated by all the sources of data collected for this workshop. Both management skill training and technical skill training are needed at all levels in the organization. A detailed training needs assessment must be conducted and recommendations need to be made for where in the organization training should take place, who should be responsible for conducting it and when it should be done.

DISCUSSION, KEY POINTS

1. Management for management people whose position was equivalent to Assistance Regional Director and Waterworks Manager.

Responsibility Administrated their own responsibilities.

Reason & Necessity

Leadership

- Attitude
- Resposibility
- Control
- Auditing
- Follow - up
- Initiative
- Public Relations
- Co-ordination

etc.

2. Water Quality Control

Responsibility

1. Water quality examination
2. Chemical dosage recommendation
3. Follow up the chemical dosage as recommended

DISCUSSION, KEY POINTS (cont'd)

Reason & Necessity

1. Insufficient of basic knowledge.
2. Lack of ability to transfer the knowledge.

3. Plant Operation

Responsibility

1. For water pumping treatment and distribution.
2. Water quality analysis and recommended chemical dosage.
3. Mechanical equipment maintenance.
4. Water treatment system maintenance & control.

Reason & Necessity

1. Lack of knowledge and/or responsibility
2. Lack of eagerness

4. Financial Accountancy and Procurement

Responsibility

1. for financial accountancy and procurement
2. Auditing

Reason & Necessity

1. Lack of responsibility
2. Lack of knowledge and understanding

Recommendation

Review the accountancy system

5. Engineering Services

Responsibility

1. Survey, design and cost estimation
2. Repair damage, leakage pipes
3. Install new water user connection
4. Water meter repair and maintenance
5. Construction supervision
6. Update the distribution network

Reason & Necessity

1. Lack of knowledge and understanding
2. Lack of responsibility

RECOMMENDATIONS

The group members agreed that PWA urgent need training programme for all staff level in order to improve the knowledge and responsibility of themselves and others. It is the responsibility of Training Department Director to set the priority needs to improve the ability to carry out their duties. If necessary, the training officer may provide training outside PWA. Trained staff shall responsible for training of their lower level staff.

ACTION PLAN

WHAT STEPS	WHO RESPONSIBLE	BY WHEN
1. Management - for management people whose qualification is equivalent to Assistance Regional Director & Waterworks Manager	Training Department	begin in 3 mths.
2. Water Quality Control --Lab technicians and scientist	Training Department Research & Analysis Water Quality Sect.	finish in 3 mths.
3. Plant Operation - Section Chief level and/or equivalent (4 groups)	Training Department O & M Affairs Regional Offices	begin in 6 mths. finish in 9 mths.
4. Financial Accountancy and Procurement - Section Chief level(4 groups)	Training Department Administrative Affairs Regional Offices	begin in 9 mths. finish in 11 mths.

RECOMMENDATIONS

ACTION PLAN (cont'd)

WHAT STEPS	WHO RESPONSIBLE	BY WHEN
5. Engineering Services - Section Chief level and/or equivalent	Training Department Technical Affairs Regional Offices	begin in 11 mths. finish in 14 mths.

FISH BOWL CONCLUSIONS

RECOMMENDATION NO.	ACCEPTABLE YES	NO	CONDITIONS/ COMMENTS
1-5	/		All points agreed

APPENDIX H

EVALUATION FORM AND SUMMARY RESULTS

9 Nov 82
Draft 1
Chat

WORKSHOP EVALUATION

1. What have been the most positive things about the workshop?

   - have a chance to meet and discuss ongoing problems
   - place and timing
   - how the meeting was conducted
   - use of the flip chart

2. What have been the most negative?

   - problem statements and objectives are not clear and not known before hand
   - transportation to town after the meeting is not sufficient
   - some participants dominated the discussion,not everyone has a chance to speak
   - the room was too small
   - fish bowl discussion for each group was too short
   - should give more time for group session
   - should shorted daily schedule
   - not enough microphone

3. What one thing stands out as important to you in this workshop?

   - team-building
   - to know the program and to understand objectives of the workshop clearly before hand
   - Training Director and his team
   - to have a chance in planning PWA future

4. What things have you learned?

   - to exchange ideas and work as a team
   - to participate in PWA problems
   - to have a chance in observing other participants characters
   - to be exposed to new techniques for arranging a workshop

5. Please rate the following exercises on a scale of 1-10 for successfully meeting the workshop goals.
   1 = Did not meet the goal
   5 = OK
   10 = Very well

		1	2	3	4	5	6	7	8	9	10	
7.03	A					5	3	5	11	2	3	29
7.24	B					7	2	7	9	4		29
7.02	C					3	3	9	9	3	2	29
6.62	D	1				7	6	6	5	2	2	29
7.17	E					5	4	8	6	5	1	29
7.37	F					5	2	7	9	4	2	29

A. Role Clarification Exercise: 1 2 3 4 5 6 7 8 9 10

Comments: (7.03)
- time for group discussion was too short
- did not cover all problems
- fairy good, roles are still unclear

B. Problem Solving Group: Organizational Communication
1 2 3 4 5 6 7 8 9 10

Comments: (7.24)
- can be put to use
- did not cover all problems
- means of communication are still unclear in some areas
- good

C. Problem Solving Group: Performance Standards

1 2 3 4 5 6 7 8 9 10

Comments: (7.03)

- good
- can be put to use
- should set up a working group to follow up

D. Problem Solving Group: Staffing

1 2 3 4 5 6 7 8 9 10

Comments: (6.63)

- cannot be accepted
- a matter of policy need more time to consider
- not enough information but the direction is OK
- fairly good

E. Problem Solving Group: Decision Making

1 2 3 4 5 6 7 8 9 10

Comments: (7.17)

- good suggestions but hard to practice
- can be put to use
- should set up a working group to follow up
- very good

F. Problem Solving Group: Training (7.37)

1 2 3 4 5 6 7 8 9 10

Comments:

- did not cover all training needs
- should start training as soon as possible
- objectives of this training was achieved
- good

6. What comments do you have about the way the workshop was planned and organized?

- a good start
- should let participants know of the schedule before hand
- very good because topics of discussion came from PWA staff
- fairy good, good, very good

7. What can be done in the future to improve a workshop like this?

- prepare more documents
- should give more details about the topics
- should provide sufficient transportation and evening program
- should arrange similar workshop for division chief, waterworks managers and section chief
- should hold this workshop once a year
- should arrange the workshop at different location so that the execution more exposed
- too many problem statements for this workshop
- topic involved only management
- should request funding assistance
- should have recreational program too
- future workshop for senior staff should aim at more detailed discussions and for lower staff levels should be similar to this workshop
- should arrange for more private facilities

8. How well do you feel the overall goals of the workshop have been achieved? 1 2 3 4 5 6 7 8 9 10

Comments:

(7.3)

1	2	3	4	5	6	7	8	9	10
				III		~~IIII~~ I	~~IIII~~ ~~IIII~~ IIII	IIII	II
				3		6	14	4	2

29

- the objectives were probably not achieved but were fairy good in general
- very good
- have to wait for further evaluation
- not all the participants discussed the problems throughly

9. What specific things should be done as follow up to the workshop?

- should set up a working group to follow up the results
- should have the Governor Office follow up on the agreements
- the Training Center should follow up the agreements
- should set up similar workshop every six months
- should have similar workshop for staff at lower levels
- should have better evening program
- should meet again every 6 months to discuss and evaluate

10. What will you do personnally to apply the things you learned in the workshop to your daily work?

- some topics will conduct similar workshop in own office
- team building
- solving problem by objectives
- use of flip chart
- actually participated in the workshop
- to apply to daily work
- will implement training with other staff
- to let subordinate to present their ideas
- experience in asking question and discussion
- already using this method

APPENDIX I

WORKSHOP PARTICIPANTS

PWA PARTICIPANTS IN WORKSHOP

1-5 NOVEMBER 82

NAME	TITLE	REMARKS
1. Mr. Meechai Viravaidya	Governor	
2. Mr. Sawanit Devichian	Deputy Governor (TA)	
3. Mr. Lert Chalnarong	Deputy Governor (O&S)	
4. Mr. Ananta Tantithamma	Assistant Governor	
5. Mr. Chatchawan Punmanee	Training Director	
6. Mrs. Vilaya Amornleartrakul	Finance&Account Dir.	
7. Mr. Anuchit Thumtranon	Engineering Dir.	
8. Mr. Prasert Chuapanich	Tech.&Planning Dir.	
9. Mr. Manu Sirimal	Construction Dir.	
10. Mr. Sitthichai Pitnathanporn	Rural Water Supply Dir	
11. Mr. Somboon Jivakul	Inspectors Dir.	Acting Pers. &Adm. Dir.
12. Mrs. Kanya Singcharoen	Internal Auditor Dir.	
13. Mr. Somboon Yana	Personnel Dir.	
14. Mr. Suwanrat Limrat	Procurement Dir.	
15. Mr. Aroon Thaicharoen	Water Operations Dir.	
16. Mr. Chaweng Chinri *	Regional Dir. 1	Chonburi
17. Mr. Chongchana Sitalaphruk	Regional Dir. 2	Saraburi
18. Mr. Pravitaya Chompoovong	Regional Dir. 3	Lopburi
19. Mr. Thamanoon Sukphalboon	Regional Dir. 4	Korat
20. Mr. Suvat Viamrak	Regional Dir. 5	Ubol Ratchathani
21. Mr. Manit Phadungthin	Regional Dir. 6	Khon Khen
22. Mr. Jaron Koeesawoep	Regional Dir. 7	Udorn Thani
23. Mr. Chalermvong Nitipavachon	Regional Dir. 8	Chiang Mai
24. Mr. Wiroon Rangrongthanintr	Regional Dir. 9	Lampang
25. Mr. Chatchawan Klanprocha	Regional Dir. 10	Phitsanulok
26. Mr. Nakorn Jiranavetakul	Regional Dir. 11	Nakorn Sawan
27. Mr. Virunah Mahakapong	Regional Dir. 12	Ratchaburi
28. Mr. Thira Kunaviphakorn	Regional Dir. 13, IIP	Chumporn
29. Mr. Vuthichai Osaha	Regional Dir. 14	Nakorn Sri Thammarat
30. Mr. Pracha Praprutitam	Regional Dir. 15	Songkhla