

**A Proposed Improvement Plan on Competencies and Skills Using Generative
Analysis Approach: A Case of the Staff of the Office of Graduate Studies
Assumption University of Thailand**

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Abstract

The employees' success at the workplace depends on their competence and skills to match job needs and make significant achievements to the institutional goals. The competency of employees within institutions depends on the knowledge, skills, and experience. The study focused on the identification of an improvement program on employee competency and skills within the office of graduate studies. The study demonstrated that the graduate school of business management plays an essential role in ensuring the employees attain the right competency and skills. The study employed a phenomenology approach as a part of qualitative research, using in-depth interviews for data collection, contents analysis, and interpretation. The key variable of the study included abilities on problem-solving, decision making, communication, teamwork, adaptability, and customer focus. The data analysis demonstrated varied results on the components depending on the measured variables. The findings indicated require action to improve employee competency, skills, and job performance. The office of the graduate studies improvement plan (OGSIP) focused on each analyzed component and was essential to improve the competence and skills of the employees within the institution. The framework of the improvement plan includes preparation and assessment, planning, implementing, and monitoring. Further studies recommended comprise the research on advancing performance improvement plans and the involved challenges.

Keywords: human resource, competency, skills, communication, problem-solving, decision making

Introduction

Competencies and skills have been instrumental in developing a framework to help focus employee behavior on the things that matter most to the university and subsequently drive the university to success. There is a great need to improve skills and competencies among university employees to develop talent and cultivate a culture of excellence and efficiency (Liikamaa, 2015). By developing skills and competencies within the university administration, the organization represents a broader combination of abilities, skills, and knowledge that help offer superior performance within the