



## Strategy Formulation for Enhancing Personnel Competencies to Support Digital Era Tasks at the Office of the Permanent Secretary, Ministry of Education

Nittaya Jantungyai<sup>1\*</sup>, Narin Sungrugs<sup>2</sup> & Wannawee Boonkoun<sup>1</sup>

<sup>1</sup> Faculty of Education, Silpakorn University, Nakhon Pathom, 73000 Thailand

<sup>2</sup> Faculty of Management Sciences, Silpakorn University, Nakhon Pathom, 73000 Thailand

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### Abstract

This policy research aimed to: 1) study the circumstances and expectations of personnel competencies required to support digital era tasks within the Office of the Permanent Secretary, Ministry of Education; 2) propose strategies for enhancing personnel competencies; and 3) present and endorse these strategies. Qualitative research and the Ethnographic Delphi Futures (EDFR) technique were employed. The research process comprised three steps. Firstly, 30 academic experts and stakeholders were interviewed, and their responses were analyzed using content analysis, SWOT analysis, TOWS Matrix, PESTEL analysis, and 7's MCKINSEY analysis to assess personnel competencies. Secondly, the three-round Ethnographic Delphi Futures technique was utilized to propose strategies for enhancing personnel competencies, involving 25 experts in reviewing the drafted strategy. Thirdly, a policy meeting was conducted with 30 participants, including administrators, experts, academics, and practitioners, to present and endorse the draft strategy, with data collected analyzed using content analysis.

The research findings were as follows:

1. Personnel competencies exhibited basic abilities and understanding of digital technology but lacked comprehensive analysis of development needs, hindering optimal performance. Additionally, budget constraints limited personnel development coverage across all job positions.

2. The strategy for personnel competencies comprised four draft strategies: 1) Enhancing personnel abilities, skills, and competencies in digital technology for job tasks; 2) Cultivating cultures, mindsets, values, and attitudes fostering self-development in digital technology to adapt to evolving trends; 3) Developing flexible, modernized personnel management systems to address digital era tasks; 4) Improving digital technology systems, mechanisms, and infrastructures to enable efficient digital task performance. These draft strategies received significant endorsement from experts.

3. The strategy and its endorsement were unanimously agreed upon by stakeholders, indicating consensus on its faultlessness, appropriateness, probability, and feasibility for implementation at the highest level.

\* Corresponding Author  
e-mail: kae\_kero@hotmail.com

## Introduction

The trend toward the development of digital governments, now occurring in many countries, is significantly impacting daily life and altering social, cultural, and economic dimensions. The adoption of digital technology is crucial for enhancing government efficiency, allowing tasks to be completed more quickly and conveniently. This is evident in the reduced time required for various government processes. In the era of digital government, many new technologies are being developed to support governmental functions (Schwab, 2020).

The rapid advancement of digital technology profoundly influences individual lives and serves as a major driving force for governments to recognize the benefits and widespread impacts of this technology. This will significantly push countries to transform into digital governments and contribute to the global shift toward digital governance. All communications and personal interactions will increasingly take place on internet-based platforms. It is essential for government sectors in many countries to be aware of the transition from electronic government to digital government (Electronic Government Agency (Public Organization), 2017).

A prior research survey result showed that the Ministry of Education had its prominent readiness to be the digital government at the low to moderate level. The digital skills of civil servants and other personnel of Ministry of Education were evaluated at the pre-early level and the mature level at 65.3% and 28.4%, respectively (Digital Government Development Agency and Bluebik Group, 2020). Furthermore, civil servants were evaluated at the pre-early level at 81.8% (Office of the Civil Service Commission, 2019). Most personnel had digital skills that needed further development, with more than 80% possessing only pre-early level skills. This highlights significant problems and obstacles for civil servants transitioning into the digital era. The COVID-19 pandemic and rapid technological changes have greatly impacted the civil servants of the Office of the Permanent Secretary, Ministry of Education, necessitating an urgent improvement in their digital skills to effectively serve the public.

In addition, prior survey research results on personnel competencies indicate that digital challenges are impacting job practices. At the Office of the Permanent Secretary, Ministry of Education, these challenges primarily relate to personnel competencies. Specifically, staff are struggling to utilize communication

and information technology to enhance productivity and efficiency. Personnel development has not been consistently improved across all job positions, posing a significant organizational problem since staff play crucial roles in advancing digital tasks. Preparing personnel to adapt to digital technology changes is essential. The Ministry of Education is crucial in laying the groundwork for Thailand's development, and it is important for the Office of the Permanent Secretary to enhance its staff's competencies to meet the demands of the digital era (Office of the Permanent Secretary, Ministry of Education, 2020).

Based on the stated prior survey results, this study is undertaken as method to develop strategies to enhance the personnel abilities and competencies in order to obtain higher digital skill level and to perform the organizational tasks. The main outcome is that human resources will be improved in efficiency and productivity, driving Thai organizations and the country forward to be more competitive and on par with many international countries. This will subsequently enhance the Thai education system, leading to greater achievements.

## Objectives

1. To study circumstances and expectations of the personnel competencies to support digital era tasks at the Office of the Permanent Secretary, Ministry of Education.
2. To formulate the draft strategy for enhancing the personnel competencies to support digital era tasks at the Office of the Permanent Secretary, Ministry of Education.
3. To present and endorse the strategy for enhancing the personnel competencies to support digital era tasks at the Office of the Permanent Secretary, Ministry of Education.

## Literature review

Concept of Policy Research: Policy research involves the systematic study and collection of data. The goal is to obtain research outcomes and recommendations, including practice guidelines based on feasible approaches to solving problems or addressing issues at the policy level. Researchers should present these findings to decision-makers to influence or improve policies, strategies, and programs moving forward (Dukeshire & Thurlow, 2002). Some academics have also defined policy research based on its roles. They state that policy research involves 1) analyzing policy content, 2) analyzing

outcomes resulting from policy implementation, and 3) conducting research to develop policy (Kongsil & Chiamton, 2007).

**Concept of Competencies:** Competencies are a crucial aspect of developing personnel within an organization. They enhance the ability of organizations and business units to manage human resources efficiently and remain competitive with other agencies. Thongkaew (2007) reviewed this concept and highlighted that competencies are a key factor in organizational administration. They are used to improve an organization's competitive advantage, particularly in human resource management. The concept of competencies is applied to increase personnel capabilities, driving organizational development. Consequently, various organizations have adopted this concept as a key factor in human resources administration, training programs, and leadership development courses.

McClelland's core competencies consist of five components: 1) Knowledge: This refers to specialized knowledge focusing on essential issues and their contents. 2) Skills: Encompass various abilities necessary for efficient practice, such as computer skills and knowledge transfer skills, which are derived from foundational knowledge and can be practiced proficiently. 3) Self-concept: Encompasses attitudes, values, and opinions regarding self-identity or beliefs about oneself. 4) Traits: Describes the characteristics of individuals. 5) Motivations/Attitudes: These are internal driving forces that lead individuals to exhibit behaviors aimed at achieving target goals or success (Smithekrai, 2007).

**Concept of Strategy Management:** Rue and Byars (2003) assert that the concept of strategic management serves as a means to determine appropriate personnel practices and evaluate the outcomes of these practices in alignment with strategic plans. Strategic management guides the direction and job practices of organizations in the long term. Managing strategy requires continual development and frequent updates to remain effective.

**Concept of Human Resource Development:** Jedaman (2013) defined human resource management, manpower development, and the training and development of human resource as the process of personnel development and training that is used to enhance the personnel to gain knowledge, abilities, understandings, and skills to practice in job tasks including good attitudes and work behaviors. The enhancement should have an effect on

increasing efficient job practices at the present time and in the future.

When considering the essential digital skills for civil servants and government personnel for changing to a digital government, Office of the Civil Service Commission (2019) stated that the skills are comprised of 4 main components: 1) Abilities: the set of personnel behaviors and abilities to perform in order to achieve the tasks; 2) Knowledge: the academic and professional knowledge and understandings which the personnel should have to perform and achieve tasks; 3) Experiences: These include the things the personnel have done or the past successes they have achieved, which contribute to their successful performance; 4) Properties: These refer to the personnel's habits, preferences, and motivation, which affect their job satisfaction and success at work.

**Concept of Skills, Understandings and Utilizing of Digital Technology:** Sumhirun (2020) mentioned the concept of skills, understanding, and utilization of digital technology. These skills involve using digital instruments, accessories, and technologies such as computers, tablets, software, and social media to maximize benefits in communication and job practices. They can also be used to modernize and improve the efficiency of work processes and organizational systems. These skills should encompass four dimensions: usage, understanding, creation, and accessibility to digital technology in efficient ways.

**The Related Strategy Plans:** The 20 Years National Strategy (2018-2037) is the first long-term Thailand strategy according to Constitution of the Kingdom of Thailand. The strategy plan is taken to achieve to the vision for Thailand named "Thailand has stability, wealthy, and sustainability and Thailand will be developed based on the Philosophy of Self-Sufficient Economy". The target of development focused on "The Thai country has stability, the people are happy and the economy is consecutively developed, the society is justice and the natural resource base is sustainable". The strategy comprised of 6 strategies: the strategy for national stability, the strategy for national competitiveness enhancement, the strategy for human capital development and strengthening, the strategy for social cohesion and just society, the strategy for eco-friendly development and growth, and the strategy for public sector rebalancing and development (Ministry of Digital Economy and Society, 2018).

Conceptual framework

The current policy research was implemented based on two research methodologies of qualitative technique integrated with Ethnographic Delphi Futures (EDFR) technique. To formulate the conceptual framework, the theoretical concepts and other related contents namely the concept of policy research, concept of personnel performance, concept of strategy management, concept of strategy plan management,

concept of SWOT analysis, TOWS Matrix, PESTEL, 7’s Modest analysis, concept of human resource management, concept of skill in understanding and digital utilizing, concept of good practices, and the context of the Office of the Permanent Secretary, Ministry of Education were reviewed and conceptualized and shown in the conceptual framework below as Figure 1.

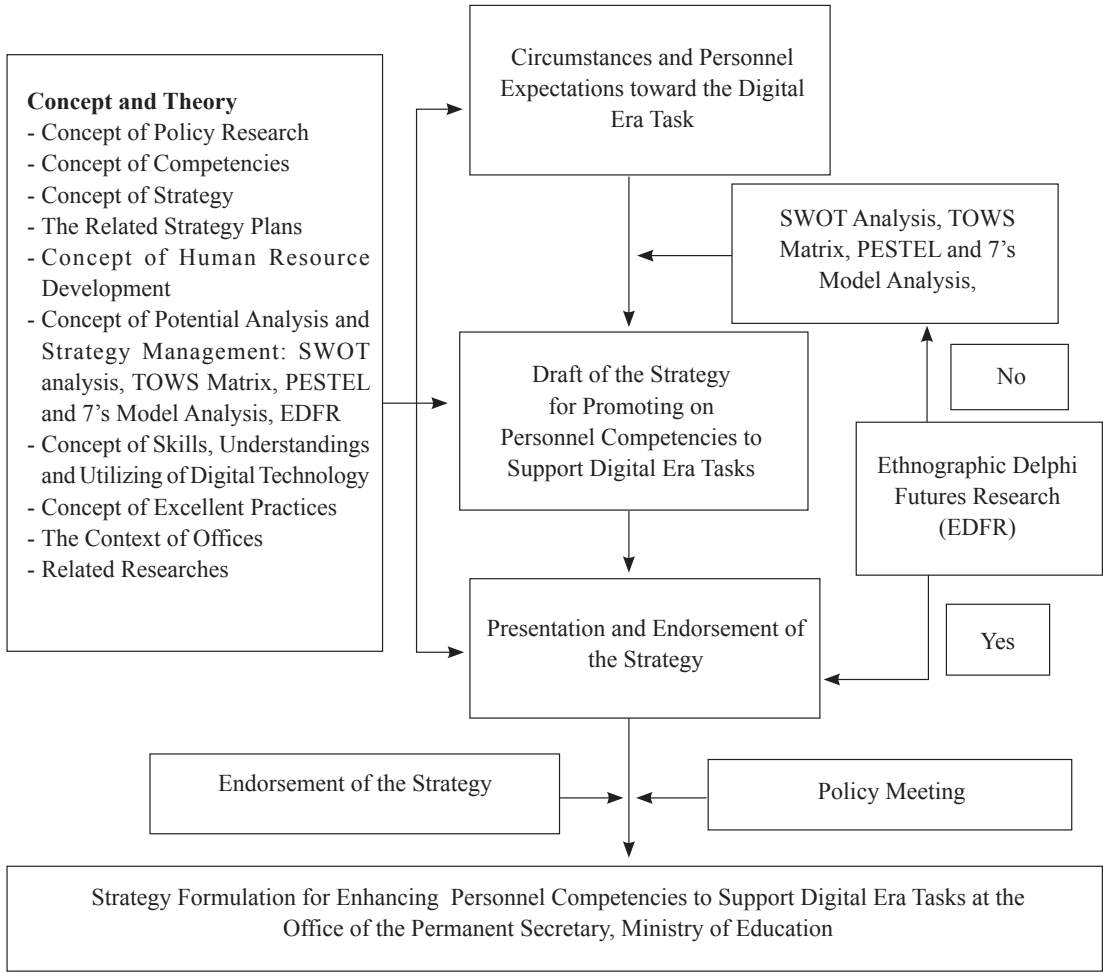


Figure 1 Conceptual framework

## Research methodology

Based on both the qualitative research technique integrated with Ethnographic Delphi Future technique, the research methodology is presented in details as follows:

The First Step: this process was to study circumstances and expectations of the personnel competencies to support digital era tasks at the Office of the Permanent Secretary, Ministry of Education. The key informants consisted of thirty (30) people who participated with in-depth interviews. The participants were 1) policy makers 2) strategy planners and 3) practitioners. The collected data was then analyzed with techniques of SWOT analysis, PESTEL analysis, TOWS Matrix, and 7's McKinsey.

The Second Step: The draft strategy was formulated using the Ethnographic Delphi Future Research (EDFR) technique. To do this, 25 experts were specifically included and engaged to review the draft strategy through a three-round EDFR process based on the selection criteria of Thomas T. Macmillan. The number of experts was set at a minimum of 17, with a static error value of 0.02. The experts included academicians, specialists, executives, senior executives, personnel from the Office of the Permanent Secretary of the Ministry of Education, and other stakeholders. All of them had expertise in strategy planning and management, particularly in developing and managing personnel competencies.

The Third Step: The draft strategy was then presented to 30 experts for endorsement as the final strategy. In this step, the nearly completed strategy was reviewed and corrected for any errors, and assessed for appropriateness, feasibility, and practicality. After the review and corrections, the strategy was discussed, considered, and finally endorsed by the experts as a practical strategy in the four mentioned dimensions. This process was conducted in policy meetings, both in formal sessions and online sessions. The experts involved in this step were policy makers, academicians, planners, and other relevant groups.

## Results

1. When analyzing data on the circumstances and expectations regarding personnel competencies for supporting digital-era tasks, it was found that the personnel had sufficient overall competencies to perform their regular office tasks. This was consistent with the competencies determined by the Office of the Civil

Service Commission for government officers. However, when categorizing personnel groups by age and office structure, it was revealed that older personnel had different digital skills and abilities compared to younger personnel. The comparison between personnel working in the central office and those in regional offices yielded similar results. Furthermore, the development of personnel competencies had not been managed effectively to achieve target goals. Implementation was inconsistent and did not adequately address current job practices and circumstances.

Personnel competencies in digital tasks, including their abilities, understanding, and use of digital technology, were evaluated at a basic skill level. The office still lacked specialist personnel or professional technicians capable of developing and creating innovative digital products.

Internal problems and obstacles included the absence of a clearly defined digital strategy and insufficient budget to support it. The transformation of digital policy into action plans was unclear. Leadership did not prioritize driving digital technology initiatives seriously. The digital system lacked regular planning and evaluation processes. Personnel did not have adequate digital concepts and mindsets, nor did they possess the technical skills necessary for challenging tasks. Office values were not established to support digital-era tasks specifically.

External factors and obstacles included political instability and lack of good governance. The economic system was in recession. Social, political, and economic conflicts were evident both internally and externally. Thai society had a significant gap between the rich and the poor, with the poor having limited access to advanced digital technology. Replacing the old working system with a new digital technology system was challenging. Workplace environments did not support personnel job practices, and Thai law did not enable the bureaucratic system to function smoothly or adapt to the digital era.

### Expectations of personnel competencies

When examining the expectations for personnel competencies, it was found that personnel should possess digital competencies and skills to meet the demands of digital tasks. They should adapt to the changing world.

The necessary digital competencies include knowledge of basic digital programs for daily tasks, development of advanced digital skills for high-level tasks, screening and awareness of digital data and



information, and fostering positive attitudes toward utilizing digital technology in their job practices.

To promote personnel digital competencies, it was demonstrated that the current development plan lacks an analysis of personnel demands and expectations regarding digital tasks. These needs should be addressed to support actual job practices. Personnel development does not cover all job positions due to budget limitations.

#### **Draft strategy for promoting personnel competencies:**

Vision: "Personnel with high competencies and awareness of the changing digital era."

**First draft strategy:** Enhance personnel abilities, skills, and competencies in digital technology.

Target goal: Personnel should have digital skills and competencies to adapt to the changing digital era.

Implementation Guidelines:

1. Promote and develop digital skills and competencies suitable for the digital era in line with the Office of the Civil Service Commission's standards.

2. Encourage diversified digital skills to meet the demands of digital tasks across command lines.

3. Support ongoing and thorough learning and digital experience exchange for personnel development.

4. Develop personnel to professional levels and cultivate leadership for the digital era.

5. Offer a variety of training courses, formats, and channels that align with office demands and allow for anytime, anywhere learning.

**Second draft strategy:** Foster a culture, mindset, values, and attitudes among personnel for self-development in response to the digital era.

Target goal: Personnel should develop a culture, mindset, values, and attitudes conducive to self-development in the new normal lifestyle.

Implementation Guidelines:

1. Instill proactive mindsets, values, and attitudes, encouraging readiness to learn and adapt.

2. Motivate self-development, fostering eagerness to learn digital technology and think creatively.

3. Raise awareness of responsible digital technology use with safe and innovative approaches.

4. Promote and support learning and development related to digital technology to adapt to a changing world.

**Third draft strategy:** Develop a flexible and modern personnel administration system for digital-era tasks.

Target goal: Create a flexible and modern personnel administration system for digital tasks.

Implementation guidelines:

1. Formulate and implement personnel policy and strategy plans covering all job positions and competency needs.

2. Develop various platforms for personnel development matched to job positions.

3. Promote the use of digital technology for efficient personnel development, with connected and learnable digital systems.

4. Increase access to digital data to develop personnel knowledge and skills with efficient and safe approaches.

5. Establish a monitoring system linked to personnel performance evaluation and job promotion.

6. Utilize digital technology to create a highly convenient and beneficial personnel administration system.

**Fourth draft strategy:** Develop digital systems, mechanisms, and infrastructure to facilitate efficient digital task performance.

Implementation Guidelines:

1. Create an ecosystem and work environment conducive to digital personnel development.

2. Modernize digital infrastructure to support the digital-era work system.

3. Develop interconnected digital systems and mechanisms to facilitate digital tasks.

4. Improve rules and practices to enable safe, efficient, and risk-free digital task performance.

5. Develop a Big Data base for easy access to essential data, transforming the office into a one-stop service center for efficient personnel performance.

Endorsement of Strategy: The strategy was presented and endorsed by 30 experts, who unanimously agreed on its vision, missions, goals, sub-strategies, and implementation guidelines. The strategy was approved for its appropriateness, feasibility, and faultlessness, making it suitable for real digital tasks.

#### **Discussion**

1. The Office of the Permanent Secretary, Ministry of Education was compelled to formulate a human resource management policy, which was implemented as a strategic plan for personnel development for the budget years 2010-2013. After reviewing the circumstances of personnel development and identifying urgent issues, one critical issue identified was the need to develop personnel competencies to utilize information and communication technology for

organizational tasks. This focus on personnel development was eventually prioritized and established as organizational policy. Particularly, digital skills and technology were highlighted as key emergency components. This aligns with The National Strategy (2018-2037), specifically in the section on re-balancing and developing the administrative system of the government sector, and item 4, which states that the government sector will modernize to respond to changing events, and personnel will possess high competencies to perform digital tasks efficiently. This is comparable to international standards and the former Digital Development Plan for Economy and Society, which includes strategy 4: transforming the conventional government sector into a digital government sector, and strategy 5: developing a workforce ready for the digital economy and society (Ministry of Digital Economy and Society, 2018). Tandon (2017) highlighted that artificial intelligence is a crucial technological tool that can replace some human jobs and enhance human resource management, including screening applicants, fostering personnel involvement, and improving professional development. Artificial intelligence can be leveraged to generate policies and increase the efficiency of human resource management.

Regarding the expectations of the secretary's office for overall personnel competencies, it was found that personnel are expected to have the competencies and job skills necessary for digital tasks assigned by the organization. They should be able to adapt to changing circumstances. Essential competencies include a basic understanding of digital technology and the ability to use basic digital programs for daily tasks. Additionally, in-depth digital skills should be developed to meet specific job requirements. Skills in data screening and awareness of information overload should also be cultivated. Personnel should be encouraged to develop a positive attitude towards using digital technology in their tasks. Similarly, Hunchainao (2018) found that the strategies for personnel competency development at the Commercial Bank of Thailand enabled personnel to use digital technology to acquire knowledge relevant to their business tasks. Personnel should also be educated about the laws and regulations governing the use of digital technology.

2. The draft strategy used for enhancing the personnel competencies, the vision and missions of the office and the four formulated draft strategies are presented and discussed here as follows:

The vision established was that personnel should have high competencies to serve the changing digital era. The four mission dimensions were: 1) develop personnel abilities to have digital skills and performance capabilities for the digital era, 2) Foster an organizational culture that responds to new normal tasks, 3) modernize personnel administration to function efficiently, 4) develop a digital system with mechanisms and infrastructure to enhance personnel job performance.

### 2.1 Draft Strategy I: Enhancing Personnel Abilities, Skills, and Competencies in Digital Technology

Given the major duty of the secretary's office to promote and develop personnel, it is crucial to ensure that personnel practices meet all standardized tasks. This is achieved through various training courses, platforms, and channels designed to enhance their abilities, skills, and competencies for efficient digital task performance. Jedaman (2013) echoed these points, noting that human resource development, human power development, and human resource training and development are processes aimed at equipping personnel with the knowledge, abilities, understanding, and work skills needed for their tasks, while also fostering good attitudes and behaviors for greater efficiency now and in the future.

This aligns with The National Strategy (2018-2037), particularly the third strategy: Development and enhancement of human capacity, and the Government Action Annual Plan for Budget Year 2019 of the Ministry of Digital Economy and Society. The third target of the plan is preparing all personnel groups with appropriate knowledge and skills for daily living and occupations in the digital era. The fourth target goal involves reforming work and service paradigms in the government sector with digital technology to improve accountability, transparency, efficiency, and effectiveness. The fifth strategy focuses on developing human power for the digital economy and society.

Similar research by Kaewbanjong (2013) suggested guidelines for developing personnel competencies to meet the demands of civil servants. These include: 1) Accumulating expertise through training courses, knowledge transfer forums, job manuals, and personnel development plans, 2) achieving outcomes through the involvement of civil servants and other personnel, supervision and monitoring, and reporting job progress, 3) building teamwork by assigning job tasks, encouraging participation in activities, providing creative activities, rotating job tasks, and organizing seminar forums.

## 2.2 Draft Strategy II: Cultivating Personnel Cultures, Mindsets, Values, and Attitudes for Self-Development in Response to the Changing Digital Era.

Grievs (2003) stated that human resource development strategy should include raising personnel awareness of the complexities of managing changing organizational issues, the need for survival, and the transformation of traditional training courses into new formats aligned with the trends in human resource management for the next century. Similarly, Thammanitha, and Chuprayoon (2017) identified a model for preparing the readiness of the civil sector, comprising seven factors:

- 1) access to knowledge content through search tools,
- 2) basic training on smartphone usage,
- 3) skills in questioning and delivering content responsibly through social media,
- 4) Knowledge of safe digital technology use according to laws, rules, and proper manners,
- 5) participation in seminars on using digital technology for economic development,
- 6) access to government service information centers for the public,
- 7) basic smartphone utilization.

These factors significantly influence the guidelines for preparing the public sector for the digital economy.

## 2.3 Draft Strategy III: Developing a Flexible and Modernized Personnel Administration System for Digital Era Tasks.

Given the secretary office's responsibility for personnel management, the strategy begins with analyzing essential needs, formulating and implementing programs, and monitoring and evaluating these efforts. The office also provides services, cooperates with other departments, and facilitates problem-solving for stakeholders. To achieve these goals, it is crucial to develop a more efficient personnel management system that can adapt to future job practices. Tandon (2017) highlighted that artificial intelligence (AI) is a vital technological tool that can replace some human jobs and enhance human resource management by screening applicants, fostering personnel involvement, and improving professional development. AI can also be used to generate policies and increase the efficiency of human resource management.

## 2.4 Draft Strategy IV: Developing Digital Systems, Mechanisms, and Infrastructures to Enable Efficient Performance of Digital Tasks.

This strategy aligns with The National Strategy (2018-2037) in several key areas: building competitive advantages (2<sup>nd</sup> item), developing infrastructure to connect Thailand globally amidst rapid digital changes (4<sup>th</sup> item of development guideline), and rebalancing

and developing the public sector (6<sup>th</sup> strategy). Specifically, the strategy prioritizes people as the center of development and ensures government services are convenient, rapid, and transparent.

The Digital Development Plan for Economy and Society by the Ministry of Information and Communication Technology (2016) also emphasizes the importance of basic digital infrastructure. It outlines that the digital system should be efficient and cover all areas of Thailand, facilitating access and utilization for all citizens and supporting the transition from an analog to a digital economy and society. The infrastructures include information and communication technology, telecommunications, and modernized broadcasting stations, ensuring continuous service, connectivity, and information exchange to support both commercial and government functions. These developments are expected to enhance economic wealth, social stability, and position Thailand as a digital technology hub.

Moreover, the strategy emphasizes building confidence in digital technology use by ensuring that standards, laws, and regulations are efficient, modern, and align with international criteria. This approach aims to drive the Thai economy and society forward while ensuring consumer safety, rights protection, and efficient digital activity.

## 3. Presentation and Endorsement of the Strategy.

During the policy meeting, the four sub-strategies were thoroughly discussed. Experts agreed on the vision, missions, sub-strategies, goals, and implementation guidelines, affirming their reliability, appropriateness, feasibility, and beneficial usage. They recommended incorporating digital financing into the sub-strategies to enhance the success of digital tasks. The formulated strategy aligns with the National Strategy (2018-2037), particularly in rebalancing and developing the public sector.

The strategy is highly beneficial for the office, and executives at all levels should prioritize digital technology policy and planning. Personnel should be encouraged, promoted, and supported to acquire digital skills. Both short-term and long-term digital personnel development plans should be driven forward, with sufficient budget allocation to ensure successful implementation and digital literacy fulfillment. Dukeshire and Thurlow (2002) noted that research policy plays a crucial role in enhancing understanding of key policy issues and supporting the selection of the most appropriate action plans. Therefore, it is essential



to have an action plan for formulating the strategy. Based on the formulated strategy, an action plan was developed and endorsed by experts for its social reliability. This strategy can be effectively used to develop the competencies and capacities of personnel in the Office of the Permanent Secretary, Ministry of Education.

## Suggestions

### Policy suggestions

#### 1. Personnel Development and Human Resource Management Policies

Formulate comprehensive policies for personnel development and human resource management to support digital era tasks. These should be established as the primary policies of the Office of the Permanent Secretary, Ministry of Education.

These policies will guide the direction, planning, and processes of personnel management, addressing the challenges of limited human resources while meeting the demands and expectations of personnel and stakeholders.

#### 2. Establishment of a Personnel Management and Development Committee

Form a dedicated committee to manage and develop personnel within the Office of the Permanent Secretary, Ministry of Education.

The committee should be responsible for creating policies, plans, and programs to achieve clear objectives. Additionally, it should supervise, monitor, and evaluate the personnel development plans to ensure substantial and effective progress.

### Suggestions from the research

#### 1. Formation of Minor Committees for Sub-Strategies

Establish minor committees for each sub-strategy. These committees will be responsible for driving the implementation of their respective sub-strategies, ensuring a unified and clear approach to management.

#### 2. Development of Precise Indicators

Create specific indicators to measure the overall outcomes of the strategy and the sub-strategies. These indicators will help assess the success of the implementation and ensure it aligns with the formulated strategy's targets.

#### 3. Consistent Planning, Program Implementation, and Budgeting

Ensure that planning, program implementation, and budgeting are aligned with the organization's

development needs, job positions, and tasks. This alignment is crucial for effective personnel and organizational development.

#### 4. Monitoring, Evaluation, and Reporting Systems

Develop systems for monitoring, evaluation, and reporting on the strategy implementation. These systems will promote continuous personnel development and provide clear, actionable outcomes that meet the organization's direct demands and needs.

#### 5. Improvement of Infrastructure and Instruments

Improve, update, and procure necessary infrastructures and instruments to facilitate personnel performance. Ensuring that these resources are ready and capable will enable the organization to fully support digital era tasks.

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