

PROPOSED POLICY FOR STRATEGIC HUMAN RESOURCE MANAGEMENT IN THE OFFICE OF THE CANE AND SUGAR BOARD

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ABSTRACT

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The objective of this study was to analyze the strategic plan of human resource management and formulate a policy proposal for human resource management regarding strategic plans 2022–2026, in the Office of the Cane and Sugar Board Ministry of Industry of Thailand (OCSB). The researchers used a policy research methodology where the data collection process consisted of seven steps as follows: 1) Research related to documents and studies 2) Workshops 3) Consulting team meetings based on expertise 4) In-depth interviews 5) Focus group discussions 6) Group meetings between executives and working groups of the OCSB together with the researchers of this study, and 7) Organizing the public hearing; key informants in this research were executives, government officials, and personnel of the OCSB. The research results showed that: 1) The OCSB reached a consensus on formulating a strategic plan, which includes: vision, mission, strategic issues, goals and objectives, and various strategies for human resource management operations for the years 2022–2026. 2) Policy proposals for the Human Resource Management Strategic Plan 2022–2026 should be divided into three dimensions: a strategic dimension of human resource management strategy transfer, an implementation dimension of the supervision and monitoring of human resource management strategic plans, and dimensions of review and evaluation of human resource management strategic plans.

Keywords: Proposed policy; strategic planning; human resource management; Office of the Cane and Sugar Board

1. INTRODUCTION

The Ministry of Industry, Thailand, developed a 3-year government action plan (2020–2022) focusing on enhancing organizational competency to deliver quality services. The plan aimed to improve systems and personnel capabilities to provide efficient, well-governed services to entrepreneurs and the public while adapting to future changes (Ministry of Industry, 2019a). Additionally, the Office of the Cane and Sugar Board under the Ministry of Industry (OCSB) incorporated these objectives into its 2022 fiscal year action plan. Government Action Plan 3 on public services and organizational efficiency was designed to change the form of organizational structure and design a new administrative system to be flexible, agile, concise, and modern, reduce duplication, development, improve regulations, and update regulations and laws related to the sugarcane and sugar industry committee office to modernize the law. This includes the promotion of ethics,

good governance and prevention of corruption and malfeasance in government service for a better image of the organization (Office of the Cane and Sugar Board [OCSB], 2022). In addition, the regulations of the Office of the Civil Service Commission (OCSC) on Human Resources Management of Civil Servants to improve the efficiency and efficiency of human resources management, 2553 B.E. Article 4 (1) assigned the government agencies to be responsible for preparing reports on the implementation of human resource management strategic planning in advance. The document contains details about human resource management strategy issues, objectives, indicators of achievement of the objectives, operational plans, timelines, budgets used in each plan, and the person responsible for the plan which must be consistent with the standards for human resource management and development of civil servants as prescribed by the OCSC under Section 8 (3) (The regulations of Office of the Civil Service Commission [OCSC] on Human Resources Management of Civil Servants in order to improve the efficiency and efficiency of human resources management, 2010).

Exploring the details reveals that the formulation of the moral promotion action plan originates from the Cabinet resolution passed on July 12, 2016, which approved the first National Moral Promotion Master Plan (2016–2021). This plan was developed in response to the recognition of a moral crisis in the nation, necessitating a “morality-driven development” approach. The approach involves integrating all sectors systematically and continuously (Department of Religious Affairs, Ministry of Culture, 2016). The emphasis is on adherence to the plan not only by civil servants but also by every citizen in Thailand.

The current situation in Thai society reflects the urgent need to develop human resource management capabilities which still lack efficiency and effectiveness in their operation according to the indicators under the Human Resource Strategic Plan 2017–2021 in terms of structural planning and the required mechanisms to support strategic plans. Moreover, the national framework also determines these issues. The 20-year National Strategy plan under the National Strategy on the development and capacity building of human resources, has important development goals to develop people in all dimensions and at all ages to be good, talented, and quality people with good health, have a public mind, be responsible to society and others, be generous, be disciplined, maintain morality, be a good citizen of the nation with correct and critical thinking principles and the right idea of thought, and have the future skills required for the twenty-first century, have communication skills in English and a third language, preserve the local language, have a habit of learning and self-improvement continuously throughout life to become highly skilled, innovators, thinkers, entrepreneurs, modern farmers, etc. (Office of the National Economic and Social Development Board, 2017).

In addition, the Public Sector Management Quality Award (PMQA) 4.0 has set a framework for operating human resource management, in Section 5, assigned to focus on personnel (Workforce Focus), which defines operational guidelines, consisting of (1) the personnel environment, wherein the government must prepare a human resource plan that supports the strategy and must take care of environmental factors in health work safety and welfare in the work of personnel wherein such factors are evaluated and improved, and (2) personnel engagement, which government agencies must assess (Government officer and staff of the OCSB) and there are methods and measures used to assess employee engagement that are different for each group of personnel and, there must be a system of learning and development that supports the needs of government agencies and self-development including how to assess the effectiveness and efficiency of learning and development systems (Office of the Public Sector Development Commission [OPDC], 2017).

Armstrong and Taylor (2020) emphasized the importance of aligning HR strategies with overall business objectives, while Ulrich and Brockbank (2005) focused on the role of HR leaders in shaping strategies that respond to internal and external demands, using metrics and analytics to inform decision-making. For this reason, the Human Resource Management Strategic Plan became an important tool for management and human resource development that will be able to drive the implementation of human resource management to achieve success by the OCSB as implemented the Human Resource Management Strategic Plan 2560 B.E.–2564 B.E. of the OCSB. Whereby the implementation of the standard framework for success in human resource management of the OCSC for the human resource management of the OCSB to make achievements in line with the National Strategy of the Ministry of Industry and Strategic Plan Office of the OCSB 2560 B.E.–2564 B.E. to the present (Office of Permanent Secretary, Ministry of Industry, 2019).

However, within the timeframe for implementing the Human Resource Management Strategic Plan Office of the OCSB 2560 B.E. (2017)–2564 B.E. (2021) which completes the implementation period according to the plan in the year 2564 B.E. (2021). For changeset situation in the social and Thai contexts, such as the national development policy based on the 20-year national strategic plan, national human resources development and capacity-building strategy included the consistency of government management, according to the government’s three-year action plan (2020–2022), on the development of the organization’s ability to provide quality services and to develop the system and capacity of personnel to provide services to entrepreneurs and the public with effective and good governance and to accommodate future changes of the Ministry of Industry (Thailand). In addition, the main aim of the implementation of strategic plans of the OCSB

2560 B.E.–2564 B.E. is to become a high-performance organization. This presents an unavoidable challenge, as the role of resource development must focus on preparing for collaborative operations with other relevant government agencies. This planning is essential for the Ministry of Industry to adapt to future changes. Bamberger and Meshoulam (2000) presented an integrated approach to strategic HR planning, outlining how different HR practices can be strategically aligned to enhance organizational performance.

In addition to this, consistency in manpower management of government agencies and the human resource development of government organizations, according to the Public Sector Management Quality Award (PMQA) 4.0 and according to Section 5 of the operational framework for human resource management was assigned to focus on personnel (Workforce Focus). This emphasizes personnel environment and personnel engagement within the organization, including the dimension of government human resource management, according to the framework of the HR Scorecard guideline or the Human Resource Scorecard with an emphasis promoted on the morality of commission board executive, government officers, and all staff on good governance and to prevent corruption and misconduct in government work. There is a need to establish a good image in the service, human resource management, and development of government agencies in response to the direction of human resources development as stipulated by the OCSC (Eiamsri, 2013).

Therefore, it is considered a necessary mission for the preparation of the Human Resource Management Strategic Plan 2565 B.E. (2022)–2569 B.E. (2026), by the OCSB to create a mechanism by the government to be actioned, and guide the development goals according to the changing context in social and economic development, the country policy and a framework for implementing the direction of the organization as mentioned above and be in compliance with the annual government action plan 2565 B.E. (2022) of the OCSB. The Government Action Plan 3 on public services and organizational efficiency aims to change the organizational structure and design a new management system to be more flexible, versatile, concise, and modern, to reduce duplication, and develop and improve regulations and legal legislative matters relating to the OCSB to be up-to-date and modernized with current situations both domestically and internationally. However, the gaps in the problems that arise need to be resolved by human resource management strategies based on the direction of development under the inevitable dynamic trend of society and technological globalization.

Therefore, the commitment to creating change through strategy resulted in a direction by a fact-based methodology. The researchers were, therefore, interested in studying the direction and the government's manpower management and development policy according to the context that is consistent with national development and government policies. In addition, the researchers were interested in reviewing and evaluating the strategic plan and analyzing the Human Resource Management Strategic Plan 2022–2026 of the OCSB by setting measures for the administration and development of human resource competence of the OCSB according to the necessity of the mission, goals, and vision of the organization and being ready to accommodate changes prepared to deal with changes in the near future to make policy proposals out of the policy suggestions of strategic planning of human resource management.

2. RESEARCH OF OBJECTIVES

This policy study aimed to analyze and propose the five-year plan of the human resource management strategic plan 2565 B.E.–2569 B.E. for the OCSB, focusing on two objectives as follows:

1. To analyze the human resource management strategic plan 2565 B.E.–2569 B.E. for the OCSB, by setting measures for the administration and development of human resource competence of the OCSB in accordance with the requirements of the mission, goal and vision of the organization and being ready to accommodate changes in the near future.
2. To formulate policy proposals in the strategic plans for human resource management 2565 B.E.–2569 B.E. of the OCSB.

3. METHODOLOGY

In this study, the researchers used the policy research method under the qualitative research paradigm to study information in documents, policies, operational contexts, and related concepts including collecting opinions of key informants to the preparation of strategic plans. The process designed by the researchers to perform data collection in various ways included 1) Documentary Analysis of analysing research documents, concepts, policies and development plans or strategic plans. 2) Kick-off Seminar: organizing a kick-off workshop to build knowledge and understanding. 3) Brainstorming Focus Group: expert advisory team meetings. 4) In-depth Interview: interviewing significant actors. 5) Focus Group Discussion: interviewing the

populations by group interview. 6) Policy Meeting: the process of joint group meeting between executives and working groups of the OCSB, in collaboration with the researchers. 7) Policy Meeting: creating and organizing the public hearings (Majchrzak, 1984). The researcher systematically compiled the issues according to the steps presented to create strategic proposals of participation in every consideration process based on the literature review. Moreover, this research is under the Human Resource Management Strategic Plan Project 2565 B.E.–2569 B.E., of the OCSB, and was approved by the Institutional Review Board of the Office of the Human Research Ethics Committee in the Social Sciences field, at Mahidol University with a Certificate of Approval by Protocol Number 2021/134.0512.

3.1 The scope of the study

The Scope of Area: The OCSB.

The Scope of the Study Population: Key informants in this research were executives, government officials, and all staff of the OCSB.

The Scope of Content Studied: The researchers searched for alternatives and the most suitable approaches for drafting a human resource management strategic plan Project 2565 B.E. (2022)–2569 B.E. (2026) for the OCSB by setting measures for the administration and development of human resource competence of the OCSB following the necessity of the mission, goals, and vision of the organization and readiness to accommodate changes. In the scope of content studied, we used Dror (1971)'s approach to analyze the policy and research.

The Scope of Time: December 8, 2564 B.E. (2021)–December 7, 2565 B.E. (2022).

The Scope of the Study Population: The population in this research was divided into 2 groups: 1) senior executives and executives related to human resource management of the OCSB, created by selecting executives and heads of working groups who report directly to the secretariat and 2) government officials and staff in the OCSB.

3.2 The research process of this study

The researchers applied the steps in conducting policy research following the guidelines of Putt and Springer (1989). In the next stage, the researchers divided the research process into three main steps as follows:

- Steps in studying the government's management and workforce development policies based on the country's development plan included a review of documents and information from various sources, namely, 1) Civil Service Act 2551 B.E. (Civil Service Act, 2008); 2) 20-year National Strategy (2018–2037), 3) Master Plan under the National Strategy under The 20-year National Strategy (2018–2037); 4) Economic and National Development Plan National Society, No. 12 (2017–2021); 5) Government System 4.0; 6) Ministry of Industry Strategic Plan 2017–2021 (revision for fiscal year 2020); 7) Periodic government action plan for 3 years (2020–2022) of the Ministry of Industry; 8) 3-year government action plan (2020–2022) of the Office of the Permanent Secretary, Ministry of Industry (Thailand); 9) Government Operations of Annual Plan for the fiscal year 2017–2021, OCSB; 10) HR Scorecard concept; 11) Knowledge management concept and personnel development in the organization to the digital age; 12) Industry 4.0 & Digital Age; and 13) Concept of Public Sector Management of the Quality Development 4.0 (PMQA: Public Sector Management Quality Award) (Office of Permanent Secretary, Ministry of Industry, 2019; Ministry of Industry, 2019a, 2019b; Civil Service Act, 2008; Office of the Civil Service Commission, 2017; OPDC, 2016; Office of the National Economic and Social Development Board, 2018a, 2018b; OCSB, 2017; Digital Skills Foundation, 2020; Becker et al., 2001), which were all employed to analyse and synthesize data from group meetings to thereby support the 2565 B.E.–2569 B.E., HR management strategic plan of the OCSB (Bryson et al., 2018).

- Evaluation Procedures for 2560 B.E.–2564 B.E. of the Human Resources Management Strategic Plan of the OCSB. The researchers have completed operations according to the following steps, namely, 1) analyzing and reviewing the environmental context in the organization, including operational reports and results according to indicators, conducted in-depth interviews with senior executives and executives related to human resource management of the OCSB on the issue of past performance from the strategic plan for human resource management 2560 B.E.–2564 B.E.; 2) organizing a seminar to review and evaluate the performance according to the strategic plan for small group discussions with target groups consisting of executives, government, and all staff of the OCSB amounting to 40 people, including synthesizing data from the advisory group meeting for analysis, reviewing and evaluating the Human Resource Management Strategic Plan 2560 B.E.–2564 B.E., of the OCSB; and 3) summarizing and presenting the results from reviewing and evaluating the performance according to the strategic plan to arrive at conclusions and presenting the results to the Executive Committee and Director or Heads of Working Groups who report directly to the Secretary General with the numbers of population are five people and meeting to find policy conclusions on the results of the review and evaluation of the Human Resource Management Strategic Plan 2560 B.E.–2564 B.E. for the OCSB.

- The preparation process of the Human Resource Management Strategic Plan 2022–2026 (5-year period) of the OCSB consists of an 8-step process as follows:

Step 1) Organize a seminar to create knowledge and understanding (Kick-off Seminar) on planning and preparation of the human resource management strategy of the OCSB for Board executives, government officials, and staff in the OCSB Ministry of Industry (Thailand) of no fewer than 40 people.

Step 2) Study the directions and policies of the management and development of government personnel according to the context that is consistent with national development and government policies that are related to the management and development process and administration of the OCSB.

Step 3) Analyze and review the context of the internal environment related to the human resource management and development process of the OCSB.

Step 4) Organize a seminar to review and evaluate the performance according to the Human Resource Management Strategic Plan 2560 B.E.–2564 B.E., of the OCSB. The scope of the attendees consisted of Board executives, government officers, and all staff, and should be no fewer than 40 people.

Step 5) Summarize the review and assessment of the implementation of the strategic plan for human resources management in 2560 B.E.–2564 B.E. of the OCSB within the management team and working group leaders who directly report to the Secretary-General should be no fewer than five people.

Step 6) The OCSB organized a seminar on the formulation of a strategic plan for human resources management for 2560 B.E.–2564 B.E., within four meetings. In addition, the target group of each meeting shall be not less than 30 consisted of Board executives, government officers, and all staff.

Step 7) Summarize and present the human resource management strategic plan 2560 B.E.–2564 B.E., of the OCSB to Board executives, government officers, and all staff with no fewer than five people.

Step 8) The OCSB prepares the summary report on the implementation of the 2560 B.E.–2564 B.E., on the results of the project, forming a human resource management strategic plan of the 2560 B.E.–2564 B.E. of the OCSB.

4. RESULTS

The year 2021 is the end of the Human Resource Management Strategic Plan 2560 B.E. (2017)– 2565 B.E. (2022), for the OCSB. and therefore, requires a review and evaluation of the direction of success and the problems and obstacles stemming from the operation. According to the previous human resource management strategic plan 2560 B.E.–2564 B.E., the assessment results showed the overall picture of the implementation of the human resource management strategic plan 2560 B.E.–2564 B.E., according to the empirical data from the report on the Development of Management and Human Resources of the OCSB there were project operation development activities or courses consisting of management and personnel development operations of the organization covering 3 strategic issues, 14 goals, 14 indicators, 12 strategies, 20 projects, 5 activities, and 20 development courses all implemented with a budget of 12,186,277 baht.

Based on the assessment and operations, the OCSB can achieve the goals set by the OCSC, considering the results of the evaluation according to the criteria of HR SCORECARD, which has a score rating of 92.78 (out of 100 points) and, therefore, can achieve the goals of the organization. It represents 40% of the number of projects, activities, and courses, all according to the human resource management strategic plan 2560 B.E. (2017)–2564 B.E. (2021), classified as achieving the goals of strategic issues 1–3 which accounted for 9.09%, 75% and 27.78% of the number of projects, activities, and courses, all according to various strategic issues.

Although the assessment indicates that the organization has achieved the goals outlined in the strategic plan, several challenges were encountered during the implementation of the Human Resource Management Strategic Plan 2560 B.E.–2564 B.E. The complexity of the plan and resource management were key factors that made the execution difficult. The first challenge was the limited allocation of resources, which did not align with the large number of projects and activities. Additionally, the expertise and capabilities of personnel in certain areas were adjudged insufficient to meet the diverse and complex demands of strategic operations.

Considering the efficiency and effectiveness of performance according to the indicators under the HR management strategic plan 2560 B.E.–2564 B.E., there are still problems in the performance in terms of indicator management. For example, there are difficulties in planning projects, activities, and courses in line with indicators, relay problems and the problem of the understanding and alignment of indicators with actual operations from the relevant parties. There are also problems with monitoring and reporting indicators and obstacles related to the mechanisms and resources to support the management of the strategic plan. There are continuity problems in the expertise of HR practitioners and efficiency in using the budget in line with the goals of the strategic plan including a change in direction of goals and policies in manpower management and human resource development at present.

In addition, development issues should be planned and guidelines formulated for human resource management and development in the future, namely, consistency with The 20-year National Strategy Plan 2561 B.E.–2580 B.E., the master plan under the National Strategy 2561 B.E.–2580 B.E., the 12th National Economic and Social Development Plan 2560 B.E.–2565 B.E., the bureaucratic system of Thailand 4.0, the HR Scorecard concept, and the changing dimensions of today's society, such as the state of the new normal, i.e., Human Resource Management with Digital Mechanism (HR Digitization) and competition in the sugarcane, sugar, continuous and bioindustry. This is an important part of adjusting the management and human resource development of the OCSB to keep up with and in line with the changing context.

From different research stages and the above various research processes that have been mentioned, a matching analysis of the conditions of the human resource management environment of the OCSB was performed by using the TOWS Matrix analysis technique with a workshop on hearing opinions of the officers and other staff of the OCSB toward setting the vision, mission, and strategic issues of the Human Resource Management Strategic Plan 2565 B.E.–2569 B.E. of the OCSB. The details are as follows:

1. From brainstorming opinions from personnel of the OCSB it was concluded that the vision of the OCSB is to “strengthen management and human resources development through technology and innovation to support the transformation of cane and sugar industry with bioindustry.” This approach has led to efforts to overcome operational constraints, establishing mechanisms for success that are fully aligned with the goals of the strategic plan.

2. From brainstorming the opinions of the officers and staff of the OCSB, it was concluded that the missions of the OCSB are as follows:

2.1 Develop the efficiency and effectiveness of the human resource management system with technology and innovation that responds to the policy and mission and keeps pace with changes. The focus was on creating a comparative distinction, revealing that the use of the Human Resource Information System (HRIS) in performance evaluation reduced data processing time by 30% compared to the previous system. In addition, it enhanced the accuracy of information and improved decision-making efficiency in the allocation of human resources according to current organizational needs.

2.2 Improve the ability and capability of the officers and staff in the organization of the OCSB to support the transformation of the cane and sugar industry with bioindustry. This requires cooperation from all sectors to drive the mechanism for developing potential under the conditions, factors, and guidelines for human resource management in the public sector according to good governance.

2.3 Promote morality, ethics and quality of life in a new normal way under good governance to drive the strategy of the OCSB. Emphasis was placed on teamwork and the establishment of workplace wellness support groups to organize activities that promote a comprehensive balance across various aspects of life.

3. From brainstorming opinions from officers and staff of the OCSB it was concluded that the strategic issues, goals and strategies facing the OCSB are as follows:

3.1 Strategic issue 1: to develop human resource management mechanisms and processes with technology and innovation (HRIS and Innovation), a total of two goals are classified according to different strategies:

1) Goal number 1: To create highly efficient human resource management systems, mechanisms and processes with strategies and to promote and support high-efficiency human resource management in all dimensions. The emphasis was placed on driving expectations according to the organization's strategy to create a transformation in terms of the workforce, a response system, and an environment conducive to achieving missions based on the application of technological innovation.

2) Goal number 2: To apply technology and innovation for developing the human resource management process, the strategy is to develop information technology systems and innovations for human resource management. Indeed, the HRIS will reflect the transition toward more effective management of personnel data, performance evaluation, workforce development planning, and internal communication within the organization.

3.2 Strategic issue 2: To develop human resources to become professionals in the sugarcane, sugar, continuity and bioindustries (HR Professional) has three different goals which are classified according to different strategies, as shown below:

1) Goal number 1: A strategy of developing personnel competency and potential to become professional. The emphasis was placed on the human resource management process using technology and innovation to develop personnel to become professionals in response to policies and missions, and in keeping up with changes within the context of global society.

2) Goal number 2: Personnel development knowledge and necessary skills through modern information technology systems. The strategy is to develop personnel who are consistent and up-to-date with the changes in the current world.

3) Goal number 3: Focusing on bioindustry is a strategy to create an individual development plan to raise the potential of personnel to drive the cane and sugar, industries and related concerns. This represents an enhancement of the necessary knowledge and skills to drive the industry forward. Upon receiving individual assessment results, various methods, such as seminars and workshops, can be applied to address issues and develop the necessary skills for effective management.

3.3 Strategic issue 3: To improve the quality of life and the balance between life and work in the new normal way (HR New Norm), with all the targets and indicators with four goals, classified by strategies, are as follows:

1) Goal number 1: Personnel have quality of life and work–life balance in line with strategies to promote the development of quality of life. The emphasis was placed on the human resource management process using technology and innovation to develop personnel to become professionals in response to policies, missions, and keeping up with changes within the context of global society.

2) Goal number 2: High participation and loyalty of officers and staff of the OCSB within the organization and created the strategy to promote organizational participation and loyalty. This led to the organization of social activities and workshops aimed at gathering input, and providing all personnel with the opportunity to participate.

3) Goal number 3: All officers and staff participate in promoting morality, ethics and good governance in their operations with a strategy to promote participation in morality, ethics and good governance in their operations. This process improves the mental state of personnel so that they are more ready to work in a stressful environment caused by changes in technological innovation.

4) Goal number 4: The officers and staff receive value transfer and an organizational culture that is in line with the policy and goals of organizational development. There is a strategy to develop personnel that is consistent with the values and organizational culture for driving organizational development.

For this reason, the past evaluation data of the Human Resource Management Strategic Plan 2560 B.E.–2564 B.E. plays an important role in the preparation of the Human Resource Management Strategic Plan 2565 B.E.–2569 B.E. for the OCSB which emphasizes consistency with global changes and policies, plans and directions for management and human resource development in the country's public sector including the policy of the executives of the OCSB. Furthermore, in the current situation, the main goal is to plan the human resource management of the organization by establishing a human resource management strategic plan 2565 B.E.–2569 B.E. to determine the direction and guidelines for the implementation of human resource management that keeps up with changes and the development of competency and the potential of personnel of the OCSB, that can support the drive of the cane, sugar industry, related industries and bioindustry efficiently and effectively and respond to the implementation of the goals of the HR scorecard criteria as specified by the OCSC.

5. DISCUSSION

Starting from data collection and operations, data analysis and leading to the preparation of human resource management strategic plans 2565 B.E.–2569 B.E., for the OCSB, the researchers analyzed the internal and external environment of human resource management and development of the OCSB. This included an analysis of the context of past operations and conditions, factors, approaches, and directions for human resource management in the public sector, together with the results of in-depth interviews and opinions from focus group discussions from key informants. According to the Human Resource Management Strategic Plan 2565 B.E.–2569 B.E. for the OCSB, under vision there is the need to “Strengthen management and human resources development through technology and innovation to support the transformation of the cane and sugar industry with bioindustry,” including the following three topics: 1) Develop the efficiency and effectiveness of the human resource management system with technology and innovation that responds to the policy, mission, and understanding with changes, 2) Develop the competency and potential of personnel within the organization to support the movement of the sugar cane and sugar industry, continuous industry and bioindustry, and 3) Promote morality, ethics and quality of life in a new normal way under good governance to drive the strategy of the OCSB into the development of the competency and the potential of personnel within the organization to support this drive of the sugarcane and sugar industries and bioindustry.

The human resource management strategic plan 2565 B.E.–2569 B.E., has been driven by three strategic issues, consisting of 1) To develop human resource management mechanisms and processes with technology and innovation (HRIS and Innovation). This point aligns with the study by Mauro and Borges-Andrade (2020), which demonstrated how the implementation of the HRIS led to innovative approaches in supporting the dissemination and adoption of technology within the organization. 2) Human resources directed toward professionalism in the sugarcane, sugar, continuous and bioindustries (HR Professional) and

3) To enhance the quality of life and work–life balance in a new normal way (HR New Norm), which can summarize the essence of the Human Resource Management Strategic Plan 2565 B.E.–2569 B.E., consisting of 1) 3 strategic issues, 2) 9 goals, 3) 17 objective indicators, 4) 9 strategies, and 5) 31 projects, 31 activities and 48 courses.

In addition, the researchers have policy suggestions for driving the human resource management strategic plan 2565 B.E.–2569 B.E. for the OCSB, consisting of three dimensions of recommendations as below:

1) Dimension of education development plan transfer, i.e., suggestions for the OCSB, to organize activities or projects to transfer knowledge and create awareness of the strategic plan. This aligns with the research by Nisula et al. (2022), which emphasizes the importance of creating shared knowledge in innovation projects between organizations and their operational plans. The key to success in these projects is the integration of diverse stakeholders' knowledge as a central goal of the innovation initiatives. The mechanisms have been established to pass on proactive indicators to operators with a mechanism for preparing government action plans wherein the essence of the educational development plan is published. Therefore, in a variety of formats and easy to access, they determine the direction of propulsion and include a database of indicators to create standards for common understanding.

2) The Dimension of the implementation, monitoring and monitoring of the strategic plan is included: First, recommendations were made to the OCSB, and the Human Resource Management Department of the organization. Second, a mechanism was created to supervise and monitor the implementation of the strategic plan by establishing a structure and appointing a strategic plan management committee and a subcommittee to drive, supervise, control and monitor indicators according to the strategic plan. Third, projects, activities or curricula are defined that are consistent with the strategic plan so that there is an overall level of success in the strategic plan. Next, to measure overall success there is a development of a database system for reporting performance and monitoring indicators. Then, a mechanism is developed to support the implementation of the strategic plan and to collect and store various datasets or statistical data to track KPIs and serve as a reference for human resource management and development, including, the evaluation of the strategic plan and strategic planning in the future.

3) The dimension of review and evaluation of the education development plan, i.e., recommendations to the OCSB to follow-up on the changing situation in the context of human resource management and to set guidelines for reviewing and improving strategic plans continuously at appropriate intervals a knowledge management mechanism is created from the implementation of the strategic plan. Mechanisms have been created to seriously review and evaluate the strategic plan without prejudice. The Human Resource Management Strategic Plan 2565 B.E.–2569 B.E., will be a framework to determine the direction and guidelines to drive human resource management and development of the OCSB. This will be an important mechanism for improving the efficiency and effectiveness of the organization's human resource management. According to the vision "Strengthen management and human resources development through technology and innovation to support the transformation of the cane and sugar industry with bioindustry," which is the goal for organizational development in terms of human resource management in the next five years.

The information mentioned above could be used to discuss the results through issues linked to the study results. Overall, the strategic planning of human resource management reflects consistency with the transformative direction, including technology and innovation to support the change. This leads to raising the efficiency and effectiveness of the human resources management system along with supporting the drive according to strategy and goals, through brainstorming from all parties involved. This is in line with the OCSC (2022) which has laid out a framework for the evaluation of the status of government agencies in becoming Government 4.0, focusing on the association between operations that lead to increased high performance with modernization as much as possible. The anticipated impact of implementing the strategic plan will be closely linked to its operational framework, ensuring alignment with modern innovation and technology. This will enhance awareness and understanding of human resource management directions, confirming that improvements are integrated with national development goals. Additionally, this will establish a solid foundation for the organization's sustainable development in the future.

6. CONCLUSION AND RECOMMENDATIONS

The Human Resource Management Strategic Plan 2565 B.E.–2569 B.E. of the OCSB is a framework to set the direction and drive the human resource management of the OCSB over five years. It is an important mechanism for improving the efficiency and effectiveness of the organization's overall human resource management and operations which plays an important part in pushing the OCSB to become a high-performance organization according to the set of administrative goals. The researchers were present and made suggestions

for the policy proposal for driving the Human Resource Management Strategic Plan 2565 B.E.–2569 B.E. of the OCSB where the essence and details are as follows:

6.1 Dimensions for transmitting the Human Resource Management Strategic Plan 2565 B.E. (2022)–2569 B.E. (2026)

1. The OCSB must organize projects and activities that create awareness of accepting and creating an understanding of the details, essences, elements, and various focus points of the Human Resource Management Strategic Plan 2565 B.E.–2569 B.E. to transfer the policy and direction of human resource management to various sectors and stakeholders, and the organization is required to acknowledge the operational guidelines and goals of the strategic plan that is consistent with the mission and operation of all sectors.

2. The OCSB's mechanism must be created for a proactive strategic plan transfer by preparing an annual government action plan to drive the human resource management strategic plan 2565 B.E.–2569 B.E. according to the implementation period, responsible persons, and project or activity characteristics' course as required, including the desired target value as a result, the operations of human resource management of the organization, and operate with the direction of and in line with the goals of the Strategic Plan.

3. The OCSB's Human Resource Management Strategic Plan 2565 B.E.–2569 B.E. must be published in various formats. to create awareness and ease of use in practice in the form of hard copy documents, electronic files, digital files, and mixed media within a context of easy-to-understand ways and communicate effectively.

4. The OCSB shall develop the index dictionary according to the Human Resource Management Strategic Plan 2565 B.E.–2569 B.E. that explains the meaning, essence, components, target values, and measurement methods according to the resulting indicators by setting the measurement methods according to the resulting indicators to broadcast, understand, and align indicators with actual operations from relevant parties that must clearly understand the indicators in the various goals and strategies in the same direction.

6.2 Implementation, supervision, and monitoring of Human Resources Management Strategic Plan 2565 B.E. (2022)–2569 B.E. (2026)

1. The OCSB shall establish a mechanism to supervise the implementation of the Human Resources Management Strategic Plan 2565 B.E.– 2569 B.E. For example, the structure of the strategic plan management committee consisting of Board executives, heads of departments and representatives of the regional offices must be responsible for setting policies, administering and directing the strategic plan, and being able to convey the indicators concretely into action, as well as supervise, follow-up and control-related operations to be in accordance with the strategic plan and be able to process success according to indicators and target values and set guidelines for resolving and developing mechanisms, guidelines, and methods for effective strategic plan management.

In addition, a subcommittee for promoting, monitoring, and controlling indicators should be established following the strategic plan. It would be responsible for education and building understanding, disseminating and publicizing the implementation of the strategic plan and indicator management, and supervising, controlling, and monitoring the operation of all departments. These would include responsibility for various indicators, such as collecting results and success based on indicators and processing them as information for reviewing the strategic plan and establishing a system and mechanism for tracking and collecting various relevant personnel and indicator information.

Determining the structure of committees and subcommittees will make a significant contribution to the effective implementation of Human Resources Management Strategic Plan 2565 B.E.–2569 B.E. It can match the index data with the established target value, which is also a preparation for bringing 2565 B.E.–2569 B.E. into systematization in the future.

2. The Human Resource Management Department of the OCSB must implement the project activities or courses in line with the Human Resource Strategic Plan 2565 B.E.–2569 B.E., considering that the indicators and success level at the project level are consistent with the goals of promoting the strategic plan every year and measure the success of these projects, activities, or courses and report the results. Additionally, a database is to be collated to assess the strategic plan systematically at different times.

3. The Human Resources Management Department of the OCSB should determine the overall success of the Human Resources Management Strategic Plan 2565 B.E.–2569 B.E., for example, according to the indicators of each strategic issue, 80% of the success level to measure the overall success of the strategic plan and address it throughout the strategic plan period. It is also an important mechanism for monitoring the most effective and specific objectives of the strategic plan.

4. The Human Resources Management Department of the OCSB must develop a database system to report on performance and track indicators as a mechanism to support the implementation of the Human Resources Management Strategic Plan 2565 B.E.–2569 B.E. It should also determine the deadline of the quarterly report or annual report to control risks according to the strategic plan and track important projects

or activities, including using the mechanism of the subcommittee to promote, monitor, control and monitor indicators according to the strategic plan and strategic issues to achieve information management and mutual coordination with this will effectively answer of the indicators.

5. The Human Resources Management Department of the OCSB according to the strategic plan of human resources management, human resources management shall be carried out according to the accurate, complete and continuous standards plan 2565 B.E.–2569 B.E. It includes information beneficial to human resource management which can be used as a reliable reference, associated and integrated with other administrative databases which will help management decisions at all levels for the specific development of human resource management system in the near future.

6.3 Dimensions of review and evaluation of Human Resource Management Strategic Plan 2565 B.E. (2022)–2569 B.E. (2026)

1. The OCSB must monitor the situation and keep up with changes in the goals and policies on manpower of the country including the context of social change This is a challenge that those involved in the Human Resource Management Strategic Plan 2565 B.E.–2569 B.E., must adapt to and change direction in time both in terms of policy development planning, rules, regulations, and administrative mechanisms that must be improved and developed in line with the goals of human resource development of the country, including considering the possibility of implementing the strategic plan, and the success of the indicators as well as problems, obstacles, and new challenges for the implementation of the strategic plan.

However, the OCSB should establish a guideline for reviewing and improving the Human Resource Management Strategic Plan 2565 B.E.–2569 B.E., to concretely develop a system that is suitable for the operating context, consisting of 1) an annual strategic plan review to collect indicators and problems or obstacles to determine operational guidelines for the next year; 2) a mid-plan review or during the year for success verification of achieving indicators and goals which led to the improvement of the strategic plan and make it appropriate to the actual conditions and situations of changes in the context of manpower and human resource development according to social changes. This includes a review to set goals, indicators, target values, and projects, activities, or courses to drive the strategic plan appropriately; and 3) review and evaluation throughout the plan (five years) to assess the success of human resource management of the OCSB, under the Human Resource Management Strategic Plan 2565 B.E.–2569 B.E., to process operations, problems, obstacles, and new challenges to be appropriate and up-to-date with the changing situation to formulate strategic plans in the future.

2. The OCSB should create and implement a knowledge management mechanism from the implementation of the Human Resource Management Strategic Plan 2565 B.E.–2569 B.E. Moreover, the OCSB should be made a source of information to exchange between practitioners for best practices and problematic operations or obstacles following the implementation of the strategic plan and various indicators, which will be useful as information for future decision-making and project selection. Various activities or courses are to be included for the strategic plan review process as well as statistical data for referring to past performance. (Baseline)

3. The OCSB should seriously consider and attach importance to the review and evaluation of the strategic plan for human resources management Plan 2565 B.E.–2569 B.E., in particular, address the weaknesses, problems, obstacles, and challenges brought about by the implementation of the strategic plan. It will become an important information resource for the future human resource management planning of the organization which should be assigned to academics or institutions that are not involved in the implementation of the strategic plan and the role of appraiser to be free from bias in the evaluation and to be able to reflect the problems of past operations. This should be done systematically based on various intervals such as annual periods, mid-plan periods, and cycles according to the period of the plan (5-year period).

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