

Reform Direction of the Defense Information and Space Technology Department's Strategic Management and Organization Structure

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Abstract - This research paper aimed to analyze environment, problem and propose direction to develop the Defense Information and Space Technology Department's strategic management and organization structure. The study method was the quality research and limited its scope for the Defense Information and Space Technology Department. This paper was studied the basic data of direction of Thailand's overall bureaucratic reform in the past until now and contingency plan also interviewed fourteen former and current top commanders both internal and external the Defense Information and Space Technology Department. The researcher analyzed the data by using SWOT analysis under McKinsey 7-S Framework and PESTEL analysis. After that, the result of this research was submitted to the director of the Defense Information and Space Technology Department to support him for discussion under the Information and Space Technology's cooperated agreement and would be able to set his own strategy and support the strategic administration with the other government departments in term of the dimension of the country security, the united defense and the active defense. The researcher proposed that the Space Affair Division should be re-organized and upgraded to be the Space Affair Office in order to get more authority and be able to work closely with the private sectors. The line of command and accountability should be changed from a single manager to be the participating management and having the

authority to command directly. The researcher also proposed implanting the core values of the department to all personnel. The managers in all levels should be the change leaders and having the possible conceptual innovation. The personnel administration and development should be reformed. The selection, recruitment, promotion or transfer should be decided base on equal treatment. The shared values of the continuous development of the Defense Information and Space Technology Department was proposed and believed that this would lead to the success of the administration and structure improvement.

Keywords - The Information and Space Technology Department Reform

I. INTRODUCTION

As part of the speech by the Prime Minister of the Royal Thai government General Prayut Chan-o-Cha on 12th September 2014 [2], one of the plans was to reinforce the potential of Thai economy in term of setting up and reinforcing the Thai digital economy both production and commerce of digital product. The plan also aimed at using digital products to support the service, financial, communicate, entertainment and industrial sectors in order to create and develop Thai economy. The digital economy policy was not only engaging business, economic and social sectors, but also security sector of the country. General Prawit Wongsuwon, deputy Prime

Minister and Minister of Defense announced the plan to develop the Thai army by reorganizing the Thai army structure that can effectively fulfil the mission in defending the country and supporting the Thai government. He stated that it was important to develop defense industrial activities by enhancing the potential of government and private sectors. It was also vital to build strong alliance between Asia countries and wisely made the most use of this relation. All the department under Ministry of Defense had to enhance development and set up standard of information technology, communication, space activities to fulfil technology information security and handle the cyber war. (Military of Defense, 2015)

The Defense Information and Space Technology Department is set as a core responsibility office. It has to reorganize to support the procurement of government satellite to service in term of security and public. It has the computer security center to protect cyber activities and the space affair to protect space activities. There are 5 missions to develop the organization structure in order to increase capacity of the organization which are communication, information technology, space, computer security, broadcasting, television and telecommunication affairs.

One of the researches which was related to reformation of government management structure was the study of the Possibility of Governmental Juristic Person Condition Decreasing by Chanchai Savaengsak (2006). The research studied on the Government's Administration, which Thai Law had set the Department, Division and Province as the Juristic Person, it was hard to change the structure, authority, budget, personnel management. If it is necessary to be changed, it has to prescribe the Act. Another research on Military's Administration vs. Thai Government Reformation by Air Vice Marshal M.L. Supreecha Kamalad (2004) proposed that the national security structure should be redesigned to be the flat organization but the military force should be decentralized.

II. RESEARCH OBJECTIVE

1. To analyze the environment and problems with the administration and the structural development of the Department.
2. To propose the direction to develop the administration and the structural of the Department.

III. RESEARCH METHODOLOGY

This quality research studied the basic data of direction of Thailand's overall bureaucratic reform in the past till now, contingency plan and the related researches. The researcher interviewed 14 former and current top commanders both internal and external the Defense Information and Space Technology Department. The researcher analyzed the data by using SWOT analysis under McKinsey 7-s Framework for internal factors which are strategy, structure, system, style, staff, skill and share values. For external factors, it was analyzed by using PESTEL analysis, which are politics, economics, social, technology and environment. The researcher proposed the direction for the administration and the structural development of the Department by considering from the weaknesses of McKinsey 7-s Framework and also considering the environment as the opportunity.

The research summary of the environment and the problem in the administration development and the structure of the Department from 7 weaknesses which are:

1. **Strategy** - The cooperated agreement on Information and Space Technology of the Department with the outsider was very little or none.

There are 3 types of the Ministry of Defense's strategy which are security cooperation, united defense, and active defense. It is necessary to get the cooperation from both private and public sectors. This is because the Ministry of Defense is not often the main host of all activities. Hence, sharing information and coordinating upon clear

understanding on responsibility is very important in setting up and designing the strategy for the organization. The concept of active defense was the concept used during the cold war which is not suitable for today. In 2015, Thailand is a member of ASEAN community and AEC is going to officially launch at the end of this year, therefore, the information technology should be utilized more. The combat units and regular military troops should be decreased, but the reserved troop and the efficient military weapons should be ready for the battle. Also, a 5 year-directive for united defense has not been set.

The framework of the Department should be outlined according to the concept of the united defense by utilizing the information technology more than the regular military troops.

2. Structure - The Act Organizing the Ministry of Defense 2551 has set clear responsibility for the ministry. The manpower should take the responsibility of the public and country's need in many cases and dimensions.

3. System - Although, the line of command is clear, the operational plan is not suitable or being changed or asking the cooperation from the other departments, the delay will be occurring due to the repeated job.

4. Style - The cultural style, even though the commander's capability and leadership is trusted by the subordinates, the subordinates often ignore the comment made by the commanders. The Department director has the bottom-up management style which is decentralization the authority to the division head. The top-down management style is in the juristic person that makes job delay because there are many steps for approval.

5. Staff - This is a major weak point on the administration and manpower development. There is too much manpower in the high rank. The retirement, according to the rank, resignation, salary, benefit and welfare are not systematic. The performance evaluation and appraisal does not reflect the reality personnel

skill. The promotion is made without good criteria. Some subordinate has less morale and encouragement.

6. Skill - The personnel have only professional skill, but in many cases the managers cannot adjust the work format according to the Thai culture, value and environmental condition. The personnel lacks of knowledge in management or new innovation so they cannot make the insights analysis and set up the long-term strategic plan.

7. Shared Values - According to the repeated work and some conflicts, the shared values cannot be applied to the individual and divisions. There is no motivation for personnel to follow the Department's shared values. The Department cannot be driven to the organization shared values.

The research summary of the proposal for the direction with the administration development and the structure of Department.

1. Strategy - The Department's director should participate in the discussion for the information and space technology corporate agreement to set up strategic plan and support strategic operation for security, preventive and protective actions. The discussion and cooperation should be with both internal and external organizations of the Ministry and private sectors such as increase coordinate potential between the Ministry of Defense and the National Space Committee which will use the communication through the satellite network centric operation replace C-band satellite 2021 end contract.

2. Structure - The Department's missions are communication, information technology, space affair, cyber security and broadcasting and Telecommunication. It is possible to relate the policy or national technology development framework to be efficiently practiced. The organization chart should be.

The Department's structure divided into 8 main divisions.

- **Communication Division**

The role and responsibility is to maintain the efficient, continuous and secure communication network in order to support the other divisions' mission and able to connect with an outside network, including the service for ground and satellite communication such as video conference, telephone and television system. The researcher proposed that the communication maintenance sector should be settled in the division.

- **Information Technology Division**

The role and responsibility is to give information technology network service such as wire or wireless network, internet, intranet, website, anti-virus computer program, and computer machine with accessory including the service of main and reserve computer server to support the other divisions' mission. The researcher proposed that the technical maintenance sector should be settled in the division.

- **Space Affair Division**

The role and responsibility is to give the service of satellite pictures, space technology and satellite pictures training to the other divisions in order to build up the secure base of satellite communication and promote pictures to be self-reliant. This division's responsibility is also to drive and participate in setup the satellite service corporation development framework between the Ministry of Defense and the private sectors. The researcher proposed that the Space Affair Division should be up-graded to be the Space Affair Office in order to get more authority and be able to work closely with Thai Com Public Company and GISTDA. The Space Affair Office should consist of 3 divisions which are Space Affair, Satellite and Processing Satellite Data divisions.

- **Broadcasting and Telecommunication Office**

The role and responsibility is to conduct press release and distribute them through the digital TV in order to efficiently comply with the national security's goal. The researcher suggests that the broadcasting and television sectors should be merged into one sector and maintain telecommunication sector. This new organization will be responded for setting and outlining the NBTC organizational structure.

- **Cyber Security Center**

The role and responsibility is to be the cyber security center, to watch and protect the threats on information network including to be the center who runs both military and national cyber security.

- **Planning and Engineering Division**

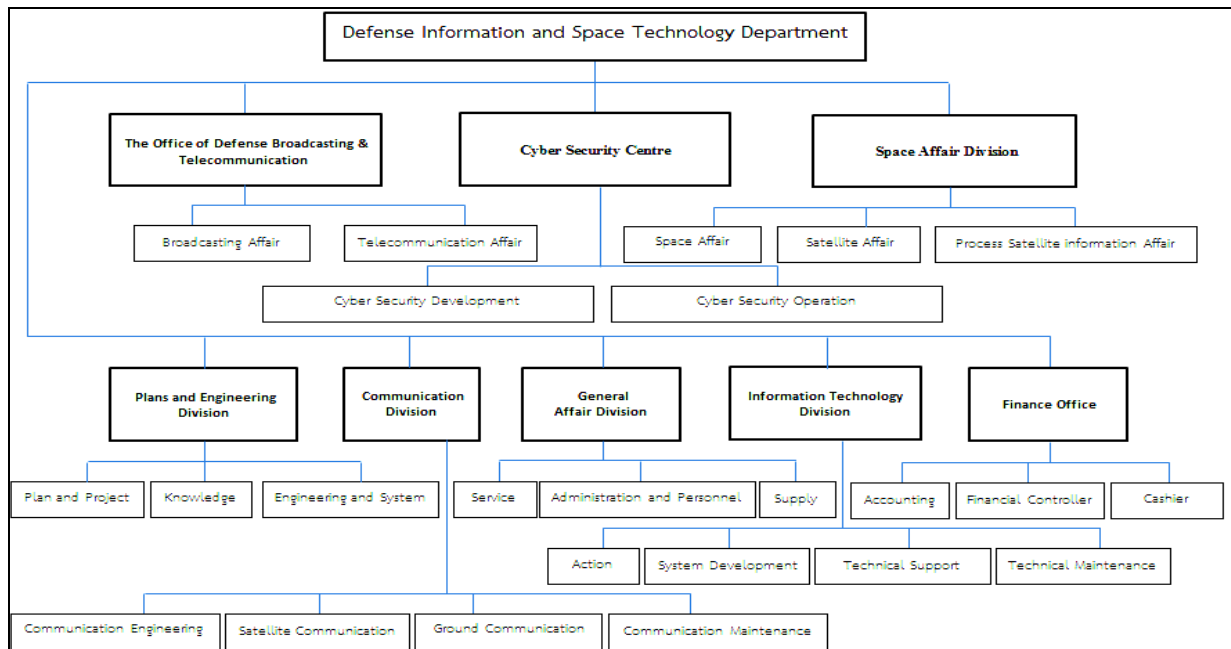
The role and responsibility is to plan, direct, coordinate, suggest and regulate the policy, planning, project and knowledge of the following components, namely, information technology, communication, space affair and satellite pictures security. The responsibility is also to run the security on cyber, broadcasting, television and telecommunication affairs.

- **General Affair Division**

The role and responsibility is to run the general, archive, personnel, welfare, logistics, supply, transport, service and security affairs.

- **Finance Office**

The role and responsibility is to be in charge of the department's financial matter. Furthermore the researcher proposed to add 2 positions in each team in order to share the work load which are Deputy Division Director, and Deputy Center Director.



3. **System** - It is proposed that the line of command and accountability should be changed from a single manager to be the participating management.

4. **Style** - The Department should have the line of command that work collaboratively between administration and management sections in all levels. The researcher proposed implanting the core values of the department to all personnel. The style should also make clear understanding of the retirement and resignation system, so the structure and style are balance on the numbers of labors. The information should come from both sides, the subordinates and the commanders, to make the right decision. The selection and appointment of the managers or directors is very important because they should be the change leaders and having the possible conceptual innovation. This process should be examined and outlined very carefully.

5. **Staff** - To solve the problem of too many staffs in the high rank. Hence, the administration and development manpower should be reformed. The job description and classification should be clearly defined. The selection, appraisal, promotion, demotion, dismissal, retirement, salary structure, benefit, welfare etc. should be decided base on equal treatment.

6. **Skill** - The personnel skill of the Department staff is mostly on military skill. The personnel lacks of knowledge in management or new innovation so they cannot make the insights analysis and set up the long-term strategic plan. The researcher proposed that the personnel selection, recruitment or transfer should put the right man to the right job.

7. **Shared Values** - Whenever the Department's strategy, structure and system are revised and improved, the shared values weakness would be reduced. So the personnel will accept and understand the shared values which is announced by the Department director. The researcher also believed that this would contribute development to the organization and lend satisfying outcome that match with the results of SWOT analysis.

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(Arranged in the order of citation in the same fashion as the case of Footnotes.)

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