Development of a framework for High-Performance Political Regimes (HPPR)

Aunyarut Apibalsri[a]

Abstract

Thailand has adhered to a democratic parliamentary system since the 1932 regime change, but the ethical problems of politicians are from politicians seeking personal advantage rather than the public. There is corruption and use of powers by the parties irrespective of the public interest and consequences. Thai society has demands against politicians in terms of vision, knowledge, ability, morality, and responsibility to the country. In particular, politicians must not corrupt. People have the right to select politicians to be their representatives. However, they are not good at knowing all the applicants. Therefore, a high-performance political regime has been proposed. Beginning from the selection, assessment, development, and retention of high-performing politicians in political regimes to build the capacity of the nation's growth so that it can compete with globalization while genuinely promoting the well-being of its citizens.

Keywords: Politics, Representatives Screening, Politicians Treatment, Development

[a] Ph.D. Student of Department of Politics and Development Strategy, Faculty of Social Development and Management Strategy, National Institute of Development Administration. E-Mail: aunyarut@gmail.com

Introduction

The ethical problems of politicians have been a serious problem since the change of government in 1932. One of the main reasons is that arises from the self-government or politicians who aim to seek personal interests over the collective. Corruption of the use of power by parties which are difficult to monitor and perform functions that may favour partisan rather than people. Parliament exercises its power to make laws that may not take into account the public interest and its impact or postpone legislation that would be beneficial to the people leading to the chaos in society cousing the country lacks of continuous development. The concept of leadership or properties governor refers to the ability to care and protect to achieve peace in society. A magistrate is a person chosen by the majority of the people who come to take care of the interests of the public politicians are representatives of the people to reflect on the people in power to know the living conditions. Thai society has demands on politicians in terms of vision, knowledge, competence, morality and responsibility for the country, especially that politicians must not be dishonest and corrupt (Somyos Aksorn, 2015; Vichet Kasemthongsri, 2017; Aphicha Sukjeen, Phramaha Sittichai Chayasittha, Panya Sunanta, & Praewnapa Krongthip, 2020). Voters who lack knowledge and are unaware of the candidate's genuine identity may present political opportunities to mislead the populace, undermining the basic basis of a free society in the name of equality. Or, is this an issue of the tyranny of the majority? (Pichai Rattanadilok Na Phuket, 2022). Component of Influencer credibilities which is influence to performamce are Expertise, Trust, Goodwill, Past work, Dynamicsm, and Attractiveness (Stephen R. C., 1991; Maneerat Janken, 2015; Chalita Bumrung, 2022) Therefore proposed the research topic on the development of a guideline framework "**High Competency Politics Regime: HPPR.**" Starting from the selection, evaluation, development and keeping high-performing politicians in the political system for the development and maintenance of Thailand as the direction of the 13th National Economic and Social Development Plan (2023-2027) "Thailand is a developed nation that has created the sufficiency economy and is stable, prosperous, and sustainable." This will make Thailand can stand and compete in the amid of globalization with sustainability for the well-being of the people. In this regard, the participation of the people must be raised to be aware and take part in the development. Including monitoring the work of politicians to ensure that they are honest and maintain high performance continuously.

Objective
1. To study the current Thai political system.
2. To develop guidelines for high-performance political regimes.

Content

Literature review

This section's contents combine data from academic reviews from books, documents, websites and relevant research. These consist of 3 parts:

1. Political Regime

2. Human Resource Management

3. Paradigms and guidelines for public administration

1.1 Political Regime

Different countries have various political systems, which have different advantages and disadvantages application of the strengths of each political regime and fixing weaknesses. These will be ways to develop the political system for better performance.

A useful summary of the possible characteristics of democracy (D. Held., 2021) are follows:

1) All people shall rule It implies that everyone should participate in the making of the law. general policy decisions including the use of laws and public administration.

2) All citizens should participate in the consideration of the agenda, that is, participate in decision-making on general law and on the content of the general policy.

3) Rulers are responsible for their subordinates. and was removed by the subordinates

4) Rulers are responsible for the representatives of their subordinates.

5) Rulers should be elected by their subordinates.

6) Rulers should be elected by representatives of their subordinates.

7) Rulerts should act for the benefit of their subordinates.

Liberal democracy has important characteristics, first of all, the principle of rule by the majority However, not all citizens can exercise their direct sovereignty at the same time. This requires elected representatives to make decisions in public administration and policy processes. However, the rights of the minority must be taken into account. Focus on seeking compromise and a middle way the second reason is the promotion of rights and liberties, and equality of citizens. The shift from dictatorship to democracy in emerging and impoverished nations is a necessary but not sufficient condition for good public governance. There must be other factors involved in 4 more factors to enable a transparent fiscal process. The 4 factors are 1) the government's approach to solving the economic crisis 2) the government 's corruption scandals 3) influences from external factors; and 4) the strength of civil society and opposition parties. A stable democracy means not only holding elections, but also having a stable and effective political institution, and having a political culture that is consistent with and supports the aforementioned regime, such as listening to other people's opinions tolerant of differences taking responsibility for oneself and others, interest in keeping up with national news and taking part in a variety of civic activities, etc.

In addition, the integration of a strong civil society will have a positive effect on strengthening democracy against dictatorship, checking the work of the government sector, pushing for policies that benefit the people and solving the problem of poverty (Somsak Samukkethum, 2021).

Table 1 Comparison of principles and management approaches of liberal democracy and non-Liberal Democracy (K. Brzechczyn, 2020).

Issue	Liberal Democracy	non- Liberal Democracy
Power	There is a balance between the different branches of power .	The executive branch of power even democratic choices has advantages over the other two types of power. (Legislature and Judiciary)
Social- Political Consciousness of the people	Individualism	• Popular Group • Give importance to being a community and suppressing individual rights for the benefit of the community .
Agency reaction	slower reaction	faster
Citizen 's attitude	• more individualistic • unwillingness to accept limitations	• more self-discipline • willing to accept limitations
Ideology	• Denying the common good. • Individual liberties take precedence over community interests.	• Freedom is linked to community responsibility. • The state is a strong supporter of entrepreneurship in global activities. cultural identity and history
Political process	• Decisions must be made only by institutions with appropriate competence . • Compliance with more complex laws	The decisions of political leaders who are responsible for the outcome and the next election
Situational management coronavirus 2019	• The impact of "**Credit Supervision**" weaken • People did not comply with the restrictions on freedom according to their size in a liberal democracy	• The administration has become more capable of introducing unusual regulations and sanctions . • Expect social responsibility and intensely protect them. • The actions of the officials are reinforced by a collective social and political consciousness. • show the effect of " **Credit Supervision** " which is strengthened by social discipline and social subordination.

In addition, in the communist regime, the philosophy that Mao Zetung has revolutionize China is gathering scattered groups of people into one group, asking the opinion of a subordinate, and bringing public opinion into policy. In addition, in terms of economy, Mao Zetung would focus on taking care of the happiness and suffering of the grassroots people by using forest siege strategies to create an agricultural society along with industrialization. The leadership of Mao Zedong can lead the country to prosperity. Furthermore, he was able to change the people of the Chinese society as much as possible to reduce the gratitude as he had encountered in childhood. Nowadays must admit that the quality of life of Chinese people is greatly improved. Later, the form of appointing the leaders of China in this new era officially started when the era of Deng Xiaoping, the country's small leader, but the results were global. The Chinese Communist Party was instructed to look for new generations and to create a clear path for them to be knowledgeable in all areas. He was cited as the father of modern China, who created this giant dragon with four modern policies, which, upon closer examination, must be said to be not complicated but has achieved proud results. Everyone needs to receive the highest level of education to prepare them to become a leader of the country and hope to make the world great (Puen Boon Khum - Pathum Thani, 2020).

Current Thai Political Regime B. E. 2565 (2022)

For the administration of Thailand, **The Royal Decree on Rules and Methods for Good Government Affairs, B. E. 2546 (2003)** directly related to politicians, according to Section 6, good government affairs administration is the administration of government to achieve the goals of (1) benefiting and happiness of the people (2) Achievement in the mission of the state. (3) Efficient and cost-effective in terms of the state's mission. (5) Missions of government agencies are improved to keep up with the situation. (7) There is regular performance evaluation.

The Secretariat of the Senate (2021) explained that The constitution prescribes that Thailand has a democratic system of government with the King as Head of State. The sovereign power which is the supreme power of the country belongs to the Thai people, and to prevent absolute sovereignty from any one organization. Therefore, it was enacted to divide the sovereign body into three factions: The legislative body is **the Parliament**; The organization exercising executive power is **the Cabinet**; and the body exercising judicial power is **the Courts.** In addition, to monitor the use of state power effectively, therefore, an independent organization has been established to have the duty and power to inspect the exercise of state power according to the provisions of the Constitution in order to create checks and balances and prevent organizations using state power. Any organization exercises arbitrary power, which is an important principle of a liberal democratic state that upholds democracy and the rule of law or the rule of law are the principles in governing the country.

Thailand has adhered to democracy in **the parliamentary system.** By Chapter 7 , the National Assembly, in determining the composition of the National Assembly, the "Parliament" is composed of the House of Representatives and the Senate as follows:

"**House of Representatives**" consists of 500 members elected from the Constituency division of 350 people and the list of political parties of 150 people. The age of the House of Representatives is determined by 4 years from the election day.

"The **Senate**" consists of 200 members from the self-election of the people. knowledgeable Professional experiences and knowledge, characteristics, or common interests or work or used to work in various fields of society by dividing into groups, it must be divided in such a way that the people Who has the right to apply for election, everyone can be in one of the groups. In conducting that selection, proceed from the district, provincial and national levels. for senators to be representatives of the Thai people At the national level, the term of the Senate is 5 years from the date of announcement of the election results.

In addition, according to the transitional provisions of the Constitution of the Kingdom of Thailand, section 269 , has provided that In its initial term, the " Senate " consisted of 250 members appointed by the King upon the advice of the National Council for Peace and Order. The term of the Senate under this section 269 is 5 years from the date of the appointment by the Royal Command. When the term of the Senate ends, the election of a new senator shall continue and the senators under this provisional chapter shall remain in office to perform their duties until members are elected. The new Senate, however, the Senate according to the provisional chapter His Majesty the King issued a royal command to appoint him on May 11 , 2019.

Members of the House of Representatives have the authority to introduce and vote on organic legislation, and controll the administration of state affairs.

The duties and powers of the Senate according to the provisional chapters are legislative. control of state administration give consent on important matters to approve persons to hold positions and others according to the provisional provisions.

In addition, Thailand currently has **5 difference form of local government** as follows: 1. Bangkok 2. Pattaya City 3. Municipality (divided into municipality, city municipality and sub-district municipality) 4. Provincial Administrative Organization (PAO) 5. Sub-district Administrative Organization, whereby the local administrative law shows the important 2 aims of desiring to make the provision of public services more efficient, that is provide public service coverage and to meet the needs of local citizens as are needed in each locality. This goal can only be achieved if the local population gets involved in dealing with it and wants local government to serve as a classroom for democratic national governance. Those who will participate in local government must be chosen through local voter elections. The administrative structure is typically divided into two segments by local government entities:

1) The local council has the power and duty to rules and regulations, which will be applicable laws at that local level. Both in the matter of in relation to the annual budget proposed by the management and other matters stipulated in the Subdistrict Council and Subdistrict Administrative Organization Act B.E. 2537 and the Public Health Act B. E. 2535 or others which definded powers of local government organizations. This is going to be a social norm or a set of norms that the neighborhood must follow. Therefore, people in the local area can live together in peace.

2) The Executive Board of Local Administrative Organizations has the power and duty to manage various affairs that are the powers and duties of the local government organization and to bring about the enforcement of local laws enacted by the local council. to find solutions, keep people happy, and protect the local population.

In addition, the local council also plays a role in monitoring the administration of the Executive Committee local government organization by considering approving budgets , plans , projects and raising questions in case of doubt or giving opinions and recommendations to the Executive Committee.

As for the **level of villages and sub-districts** , when in the reign of His Majesty King Bhumibol Adulyadej, King Chulalongkorn has graciously set up since 2440 B.E. as a model method rule over the kingdom Which is outside the province of Bangkok until now by His Majesty the King graciously. To amend the Act on Local Administration, Ratana Kosinthorn Era 116 , which is still valid. Any place that is older than today's rule shall be amended to coincide with the time of compiling the seal into the law. This Act know as the " Local Administrative Act. B.E. 2457 (1914)" Cancellation of the positions of sub-district headmen, village headmen, sub -district doctors , inspectors , sub-district headmen and assistant village headmen can not be done (Local Administrative Characteristics Act, B. E. 2457). According to the **Act Characteristics of Local Government (No. 11), B.E. 2551**, the election schedule for village headman (Phuyai Ban) and village chief (Gumnun) can be summarized as follows:

- The selection of a village headman must be honest, fair, a secret method in accordance with the rules and procedures prescribed by the Ministry of Interior, and published in the Government Gazette for the benefit of the selection of the village headman. There shall be a committee appointed by the district chief (Nai Aumphur) from not more than three state officials and the people who have the right to elect the village headman (Phuyai Ban), which is acceptable respected by the people in the village numbering not less than four but not more than seven people to inspect the qualifications and prohibited characteristics of a candidate for election as a village headman. When the majority of the people have elected, anyone to be the village chief (Gumnun), the District Chief shall issue an order to appoint them, and shall be deemed be the village headman from the date of appointment In the event that the recipients have equal votes, the method of drawing lots shall be used.

- Let the district chief preside over the meeting of the village headman in that sub- district to discuss to elect a village headman in that sub-district (Tumbol) to become a sub-district headman.

When the village headman attending the meeting agrees to select any person, the district chief shall select that person to be a sub -district headman . More than one person, the District Chief shall arrange for a vote. When any village headman receives the highest score, the District Chief shall select that person to be a sub - district headman in case of equal scores. use lottery method Voting must be honest and fair and must be done by secret method in accordance with the rules and procedures prescribed by the Ministry of Interior and published in the Government Gazette. Sub-district chiefs must cooperate and assist district chiefs and local administrative organizations in the maintenance and protection of public land. and other public benefits within that Sub-district.

According to the regulations of the Ministry of Interior on criteria and methods for evaluating the performance of the village headman B.E. 2559 , the assessment of the village headman who has been appointed and holding the position for four years is required. The next evaluation is to be conducted every four years from the date on which the district chief announcement to pass the evaluation by asking the district chief (Nai Ampuhur) to appoint an evaluation committee consisting of the chief district officer as the chairman, the head of a district government agency or sub-district, or officials of other government agencies that operate. In the area, one person as a committee member and one district deputy as a committee member and secretary. Three elements make up the evaluation of the village headman's performance: Leadership Satisfaction The following responsibilities and authority belong to the evaluation committee: 1) Obtaining information to be used in the village headman's performance evaluation 2) Pay attention to the villagers' viewpoints in light of the predetermined criteria for consideration. 3) Make notes of the evaluation report, evaluation materials, and conclusions in order to present them to the district head for future action. It complies with all applicable rules and legislation.

It can be concluded that Thai politics is multilevel in line with the concept of Meta-Governace of Gay Peter (2010) that has overlapping governance 2 times, namely decentralizing local power (with high independence) working with other parties local and use supervision (to reiterate that locals do not break the line).

An election is used as a tool to select representatives to exercise their authority on behalf of the people. Owners of power have been handed down until becoming a Thai democratic culture from generation to generation under the patronage system , resulting in the creation of political heirs or hiring a representative who offers short-term advantages under the connection by concentrating primarily on the advantages of resolving the local heat-related issue. Instead of choosing representatives who are informed about how to act while considering the laws that apply to society as a whole and other factors that contribute to the prosperity of the people and the nation individuals' decision-making factors. The political system is most important for politicians to be elected, followed by political communication, benefits that the public will receive, and values toward political parties, with the recommendation that research be done

on the elements that inspire people to respect and have faith in political parties. (Pattaravadee Aphidennapalai, 2019)

2. Human Resource Management

Overall new human resource work that human resource managers should know to be able to develop the manpower potential of the organization to be competitive, namely

1) The topic of the personnel strategy plan.
2) The growth of the organization to be very effective.
3) Performance evaluation.
4) Performance management in accordance with each department's overall strategy at each level.
5) Personnel recruitment, attraction, workforce planning, and employment selection.
6) Performance improvement, knowledge management, job coaching, education, training, and personnel learning and development.
7) Career management and stars talent succession planning for key positions in the organization's growth and progress of talented individuals.
8) Priority motivation should be rewarded and recognized to boost morale and encouragement Salary, incentives, benefits, and more benefits.
9) Managing diversity in the workplace with an international human resources management system.
10) Fostering connections and participation among Employee relations communication, branding, or original leadership badges. quality of life at work organizational health.
11) Human resource information management (HR system & Information).

The concept of competency began in the 1970s by Professor David C. McClelland, a psychologist at Harvard University, with applications in human resource management both in government agencies and private sectors. The competency is defined in terms of competence. It is groups of knowledge, skills and characteristics of a person (attributes), also known as 'KSAs'. There are 3 components: characteristics of a person, behavior, and performance, which contributes to the achievement of the vision, mission, and strategy of the organization. It is also used as a framework for creating an organizational culture (Nitus Sirichotirat, 2017).

The goal of enhancing human values in the Thailand 4.0, being a fully human being is a necessary condition to prepare Thai 4.0 for the First World, which covers the modifications in 4 dimensions as follows:

1) Change from knowledgeable Thai people with limited abilities and skills be a Thai person with knowledge and high skills, capable of creating innovations.

2)   Change from Thai people who focus on self-interest being a Thai person with public mind and responsibility towards the public.

3)   Switch to a Global Thai type from a Thai-Thai type, with pride in being Thai and being able to stand with dignity on the international stage.

4)   Change from Thai people who are anal od Thai to Thai individuals who are Digital Thai in order for them to successfully live, learn, work, and do business in the digital world. It starts by promoting growth for people through the creation of a society of opportunities. to fulfil the potential When these people are fulfilled to their full potential will become the main driver of growth (People for Growth) and lead the country to true prosperity, stability and sustainability.

(Siriporn Yamnil, 2020)

10 core competencies that are suitable for the Thai context to lead Thai organizations to survive in the new normal era ARIP Public Company Limited and Srinakharinwirot University have cooperated in the academic development of the system. The development of competencies necessary for future work include:

Group 1 Competency for working professionally, consists of the ability to deal with problems based on thinking. (Thinking-based solution), willingness to learn, digital literacy (digital literacy) and information literacy.

Group 2 competency for working with others (working with others), the ability to influence ideas (influencing and leading to goals), and the ability to work intelligently with others (interpersonal savvy).

Group 3 Competencies for working to achieve goals of the organization (working to achieve goals), Opportunity identification for valuing ideas, dealing with ambiguity and risk, behavioral flexibility & adaptability) and awareness of social responsibility (Prachachat Business Online , 2020).

Future Skills 23 essential skills for the working age to support the situation of rapid change (Disruption) in the world of the 21st century, which can be classified into 6 groups as follows:

1)   Intellectual skills include critical thinking. creative thinking and Problem solving.

2)   Emotional and social skills include working with others. relationship building Adapting to various cultures Social and cultural awareness empathy, flexibility, adaptability, curiosity and emotional intelligence.

3)   Language and communication skills include business communication.

4)   Technology and science skills include the understanding and use of digital technology , scientific knowledge. mathematical knowledge and calculations technology skills and engineering skills.

5)   Cognitive skills include being a proactive learner. Awareness of the world knowledge of economics and finance Business Knowledge and Entrepreneurship.

6)   Supportive skills include cross-disciplinary integration.

The most important future skills ranked No. 1 consisted of two equally important skills: understanding and using digital technologies and problem-solving skills, second in business and entrepreneurial skills. 3rd place for creative thinking skills, 4th place for skills for working with others and 5th place skills for adapting to a variety of organizational cultures (Bureau of Educational Research and Development Education Council Secretariat Ministry of Education, 2021).

The concept of quality manpower management (Talent Management) of the Office of the Civil Service Commission (Office of the Civil Service Commission, 2020).

Quality workforce management is a human resource management tool used by leading organizations around the world to attract and retain quality talent (Talents) in their organizations. The problems of quality manpower management arises from the analysis that the organization's capability is mainly caused by the ability of its personnel and how to get qualified personnel to stay with the organization to help build the advantage of the organization's strategies or to help increase the capabilities of the organization. The key procedures and tools for a quality workforce management include the definition of quality workforce (How do we know who is the quality workforce of an organization?): The desirable competencies of the group should be defined (competency modeling) to reduce the problem of like-me bias or like-us bias.

1) **Selection and assessment of quality workforce** (How do we know whom to select or promote ?): Assessment methods should be designed in accordance with the desired characteristics / competencies defined in order to achieve success, transparency, and fairness in the selection and promotion process.

2) **Manpower planning to replace the loss of executives at different levels** (do we have a placement / replacement plan yet?): The management of every organization should prepare a replacement chart for the position. to prepare for this matter.

3) **Developing a group of quality manpower to replace the loss of executives at various levels** (How should we develop and strengthen the potential of such people to be able to perform replacement tasks effectively?): Training system should be developed and learning that arises from real practice (action learning).

4) **Delegating certain tasks that executives are responsible for.** or decision making or testing duties's performance duties / acting as executives when executives are absent, etc.

5) **Maintaining and utilizing quality manpower groups** (how to attract and motivate this group of people to perform at their full potential) : Improve the compensation system or allocate incentives to suit the workload assigned to Group A. quality workforce . Compensation / incentive systems can have many characteristics, such as providing a certain level of decision-making authority or supporting necessary additional resources, teams, IT systems , etc., to be able to drive change at the organizational level.

Besides, if there is a loss of the quality manpower of the organization, there should be an interview and questioning of the reasons (exit interview) to be used as information for further system development.

Professional license

In today's society that takes into account the quality of work. A professional license is an essential license for a person to work. To practice that profession according to the field of study which is required to do any job that requires specific skills, knowledge, understanding and expertise. who is a profession that has a direct impact on service users. The person who will receive a professional license must have the qualifications specified by the professional licensing organization, such as a doctor who need a license to practice the arts. for treatment or surgery An attorney who need a license to act as an attorney or architects who must have a license to practice architecture for designing houses and buildings, etc., which is a certification and confirmation to users that the service is correct according to professional principles and ethics and is also a guarantee of the ability of the person This affects the determination of wages and professional fees and includes appropriate welfare as well. Currently, there are professions that require a license to practice as follows: (Wikipedia, 2022; Norarat Funchian, 2020)

- License to practice the art of healing issued by the Division of Infirmary and Art of Healing
- License to practice medicine issued by Medical Council
- Dental professional license issued by dentist council
- Veterinary professional license issued by Veterinary Council
- Pharmacy License issued by the pharmaceutical council
- License to practice nursing and midwifery issued by Nursing Council
- Thai Traditional Medicine Profession License issued by Thai Traditional Medicine Council
- Applied Thai Traditional Medicine Profession License Issued by the Thai Traditional Medical Council
- Medical Technology Professional License issued by medical technology council
- Physical Therapy License Issued by the Physical Therapy Council
- License to practice community health professions issued by the Community Public Health Council.
- License to be a lawyer issued by lawyer council
- license to practice professional engineering issued by the council of engineers
- Architecture Professional License issued by Architect Council
- Educational professional license issued by teachers council
- Professional license for science and technology control issued by Federation of Science and Technology Professions
- Professional license issued by Federation of Accounting Professions under the royal patronage

- Auditing Professional License issued by Federation of Accounting Professions under the royal patronage
- Social Work Professional License issued by Council of Social Work Professions
- Security Officer Professional License National Police Agency
- public driving license

Table 2. Performance Evaluation Techniques (A. Aggarwal & G. S. M. Thakur, 2013).

No.	technique	main idea	advantage	disadvantage
A	Ranking method	Employee rating from best to worst on characteristics selecting highest then lowest to rank all.	1. Fastest 2. Transparent 3. Cost effective 4. Simple and easy to use.	1. Less Purpose 2. Moral issues that are not ranked at or near the top of the list. 3. Suitable for small workers 4. Worker strengths and weaknesses are not easy to strive .
B	Graphic Evaluation Scale Graphic Rating Scales	display scale number of characteristics and performance range for each employee is then rated by Identify the best score. Describe him or her contributions of each nature	1. Simple 2. Easy to build 3. Easy to use 4. The result is standardized in what is allowed to be compared. between employees 5. Reduce personal bias	1. Ratings can be personal. 2. Each property is equally important in evaluating the performance of employees
C	crisis event Critical Incident	take note Isn't it normal? Examples of Unsolicited Employee Jobs Behaviors related to and reviewed with employees at predetermined times.	1. Easy and economical to develop and manage. 2. directly dependent observation. 3. It is time tested and give more face time.	1. Time-consuming and laborious to summarize and analyze data . 2. It's hard to convince people to share their milestones through survey. 3. Give a personal perspective of organizational problems.
D	Narrative Essays _	Assessor writes description about staff strength and Weaknesses , previous performance position and recommendation	1. The report shows the truth employee performance. 2. Cover all factors 3. Samples will be provided. 4. Give feedback	1. Takes a long time. 2. Supervisors may write biased. essay

No.	technique	main idea	advantage	disadvantage
		for his (her) development at the end of the assessment time .		3. Extremely powerful writers that are hard to find.
E	Objective Management Management by Objectives	Employees are evaluated on how well they are achieving their results according to A set of objectives that are considered to be of great importance in the success of the task.	1. Easy to implement and measure 2. Employees are motivated as they are aware of their expected roles and responsibility 3. Performance-oriented diagnostic system 4. Facilitate staff consultation and advice.	1. Difficult to get employees to agree on goals 2. Think of intangible things such as honesty, integrity, quality, etc. 3. Interpretation of goals may vary from manager to manager; and employees to employees 4. Time consuming, complex, long and raft
F	Behaviorally Anchored Rating Scale	BARS combines elements from milestones and scoring level guideline graphics. Supervisors rate employees based on numerical items.	1. Behavior at work describes employee performance better. 2. More Purpose 3. Greater recognition due to the involvement of managers and employees.	1. Scale independence may not be accurate / reliable. 2. Activity-oriented behavior rather than result-oriented 3. It takes a very long building bars. 4. Each task must have a separate BARS scale created.
G	Human Resources Accounting (HRA)	Personnel are valuable resources of an organization or enterprise. Human resource investment and value information is useful for decision-making in the organization.	1. Check labor turnover costs 2. Human resource development 3. Personnel Policy Planning and Implementation 4. Return on investment in human resources 5. Improve employee efficiency	1. There is no clear direction to find the cost and The value of the human resources of the organization 2. How to measure only the cost of the organization, but ignore employee valuation per organization . 3. The life of human resources is uncertain. therefore evaluate then, under the uncertainty, it seems unrealistic.

No.	technique	main idea	advantage	disadvantage
H	Evaluation center Assessment Centers	Employees are assessed over a period of time. Say for a day or three, observing their behavior on a selected set of exercises. or work samples	1. The concept is simple. 2. Highly flexible method 3. Assist in selection and promotion and diagnosing requirements in employee development 4. Multiple attribute measurements are allowed. 5. Exercise is hard to fake.	1. Expensive and difficult to manage 2. Need a large number of employees 3. It takes a lot of time. 4. Can be processed once Only a limited amount 5. Heavy Cognitive Load or Assessment
I	360 Degree	depending on the information of the commander colleague subordinates Sometimes customers , suppliers and / or their spouses	1. Great employee development tools 2. Accurate, reliable and reliable system 3. Protected according to the law 4. An additional purpose is a multi-tariff system.	1. Time consuming and costly 2. Sensitive to national organizations and cultures 3. If the feedback is harsh, it could undermine the employee's self-esteem. 4. Like to play political and social games played by people. 5. Difficult to implement in cross-functional teams 6. Confidentiality can be challenging in smaller organizations.
J	720 Degree	360-degree assessment method has 2 times. When the 360 - degree assessment is completed, the employee's performance is assessed and there is a good feedback mechanism. The boss sits down with the employee again for the second time and offers suggestions and advice on how to achieve the set goals.	1. Improved feedback from additional sources. 2. Team Development 3. Developing personal and organizational performance 4. Career Development Responsibilities 5. Reduce the risk of discrimination 6. Improve customer service 7. Assessment need training	1. Great expectations for this process. 2. Insufficient information 3. Design process crashes 4. Unable to connect process 5. Insufficient training and understanding of the process 6. Emphasize negativity and weaknesses 7. Requires the
No.	technique	main idea	advantage	disadvantage

No.	technique	main idea	advantage	disadvantage
				commitment of senior management and human beings, and resources (time, finance, resources, etc.) 8. Documents (Computer overload list) 9. Assess inexperience and inefficiency

Interacting in today's increasingly connected work environment is easier than ever. However, achieving effective collaboration and creating value is not possible. These techniques improve interactional effectiveness and efficiency, enabling teams to complete tasks.

The study of characteristics of modern local politicians and decision-making behavior, the choice of local leaders showed that the electorate's decision-making behavior for local leaders. At the highest level, the aspect with the highest average was the applicant's personal image followed by family / kinship / network and the least is environmental factors, characteristics of politicians Influencing the work, and political expression of politicians. The acceptance of the character of a politician by society depends on the merits and competence of the politicians. Both of these will affect electoral behavior. The characteristics of local politicians that influence the decision to select local leaders are change leaders, an innovative leader, servant, and multicultural coordinator (Rapeeporn Thongtong, 2022).

Table 3. Three types of collaboration (McKinsey & Company, 2022).

Collaborative interactions fall into three categories.

🖥 Virtual 👥 In person 🔊 Other mechanisms

	Interaction	Suggested Format	Purpose	Characteristics	Outcome
Decision making	Complex or uncertain decision	👥	Make uncertain, hard decisions	Most complex, hard decisions Quality debates	Decisions for complex issues and actions
	Cross-cutting routine decision	👥 🖥	Make routine decisions	Standard set of routine decisions Well-defined protocol for approvals Most time spent on exceptions or escalations	Routine decisions
Creative solutions and coordination	Innovative session	👥	Identify innovative solutions	Innovative problem solving Usually half-day sprint Solutions to be brought into a decision meeting	Potential innovative solutions— preparation for a decision meeting
	Routine working session	👥 🖥	Coordinate actions Get input Crowdsource ideas	Round-robin Usually short	Considerations and next steps
Information sharing	One-way	🔊	Share information	No interactions required Other effective mechanisms; eg, memo, email, podcast, vlog, Slack-based town hall	Awareness of new information
	Two-way	👥 🖥	Share information and answer questions	Interactions (eg, Q&A) required to be successful	Awareness of the new information and concerns and questions addressed

McKinsey & Company

Guidelines for Enhancement of Political Culture in Democracy of Local Politicians in Nakhon Ratchasima Province (Paiwan Purimat, 2020).

1) Rule of law, the administration is clear comply with laws, rules and regulations based on local rules or ordinances, taking into account the rights and duties of the people, and is publicized to the wider audience through publication has received complaints from the public and hastened action and report the results according to the period that the regulation and updated regulations to suit the situation always changing.

2) Moral principles of local council members and employees have good human relations gentle and goodwill, are ready to serve, have a conscience, adhere to principles, and are proud to serve the public.

3) Transparency principle give the public an opportunity to monitor and inspect the work, as well as plans and projects. There is an open and straightforward work process that builds mutual trust.

4) Principle of participation allows the public to participate in examining an active public service Plan and Project including check to follow-up evaluation performance, and there is an opportunity for the public to participate in Decision-making, important that affects the community.

5) Responsibility vision, development strategies and strategies for implementing activities with clear goals are defined. Personnel is responsible for the performance of assigned tasks, social responsibility, the local management, and staff are brave and ready to accept the results of their performance.

6) Value principle employees in the office are encouraged to use materials, equipment, and energy resources worthily. The work performance of the Khong Phai Subdistrict Administrative Organization has created satisfaction, satisfaction with the people and the use of the budget is worthwhile when compared to the work received by the community.

3. Paradigms and guidelines for public administration

Table 4. Essence of NPG, as opposed to PA and NPM (S. P. Osborne, 2010b).

Paradigm	Foundation theoretically	Nature state	Focus	Value	Resource allocation	system serve	value
Public Administration (PA)	Political Science and Public Policy	unified state	political system	Policy creation and implementation	hierarchy	turn off	Government agencies are the influencers.
New Public Management (NPM)	public choice and management	supervision	organization	resource management and practice of the organization	according to the market and the original contract	open	The effectiveness of competition and marketing
New Public Governance	institutional theory	plural and	organization in condition	Negotiation Values	network and	on - off	distribution and dispute

Paradigm	Foundation theoretically	Nature state	Focus	Value	Resource allocation	system serve	value
(NPG)	and network	pluralism	the surroundings	and relationship building	contract relations		

Table 5. Survey models of regime interactions, public policy implementation and delivery of public services, and management practice (S. P. Osborne, 2010a).

regime by policy and service	focus of management action		
	policy	organization	environment
PA	street level bureaucracy	Mastery	political manipulation
NPM	"The cost of democracy "	organizational performance	market competitive behavior
NPG	Stakeholder Management	More comprehensive scope and scope maintenance	Sustainable public service policies and services

Table 6. Comparison of Perspectives : Old Public Administration, New Public Management and Services (R. B. Denhardt & J. V. Denhardt, 2000).

	Old government administration	New Public Management	New Public Service
Theoretical basis and introductory epistemology	political theory Social and political commentary is complemented by naive social science.	economic theory More complex conversations based on positive social sciences.	democratic theory is a wide approaches to knowledge, including positivity, interpretation, criticism and postmodernism.
Rationality and Related Patterns of Human Behavior	Rationality in a nutshell "management "	Technical and economic reasons " Economists " or self-determining decision-makers.	strategic rationality Multiple reasoning tests (politics, corporate economy)
public interest concept	Political formulation and expression in law	Represents a manifestation of personal interests.	Outcomes of Dialogues on Shared Values
civil servants respond to ?	customers and components	customer	citizen
government role	Boating (Objective-oriented policy design and implementation) The only one that defines politics)	propel (acts as a catalyst to unleash market forces)	Service provision (negotiation and benefit brokerage) between people and groups community, create shared values)
Mechanisms for achieving policy objectives	Project management through existing government agencies	Creation of mechanisms and incentive structures for achieve objectives of policy	Creating an alliance of government agencies non profit organization and

	Old government administration	New Public Management	New Public Service
		through private and non-profit organizations	private agencies **to** meet mutually agreed needs
responsible approach	Hierarchy - Executives are accountable to democratically elected political leaders.	Market-driven - accumulation of profits. personally will result in Achieve the results desired by a broad group of people (or customers) .	Multifaceted - Public servants must obey the law, community values. political norms, professional standards and the interests of citizens
administrative discretion	Limited discretion is allowed administrative officer	wide latitude to achieve Entrepreneur's goals	Requires judgment, but is limited and accountable.
assuming organizational structure	Government organizations marked by people There is top-down authority within the client's departments and controls or regulations.	Decentralized public organization with primary control remaining within the agency.	A collaborative structure with shared leadership both internally and externally.
It is assumed that this is the motive of government officials and executives.	wages and welfare protection for civil servants	entrepreneurial spirit ideological desire in reducing the size of the government	public service, desire to contribute to society

Table 7. Changes in public administration in developed countries over time (W. Waheduzzaman, 2019).

Criterion	Decade			
	1930s-1940s	1950s-1960s	1970s-1980s	1990s- Present
Public management style	Administrative Office of Weberion	bureaucratic administration	New Public Management (NPM),	New Public Government (NPG)
The essence of public management	Public management is designed and implemented by civil servants.	Political bureaucrats and bureaucrats are jointly designed and operated by bureaucrats.	decentralization , Effective public service management	People-Centered Public Management
government officer	government officer	public administrator	public manager	Lecturer giving knowledge / organizer
corporate focus	Bureau / product of political science, law	Project / Productivity	Productivity of various groups / management , results and economics .	network / results
Major	political science, law	Policy Studies	management and economics	government , collaboration /

Criterion	Decade			
	1930s-1940s	1950s-1960s	1970s-1980s	1990s- Present
				Networking / Public Value
work tool	regulations budget	planning management	competition productivity	sustainability considerations
Citizen consideration	subject	Subject – recipient without struggling	Customer – Enthusiastic Recipient may bargain for service quality	Associate – working together

Source: taken and adapted from Hess and Adams (2005, p. 232).

Although the NPS and the NPM have become mainstream paradigms, the NPS has been increasingly evident in public administration scholarship and practice (J. V. Denhardt & R. B. Denhardt, 2015).

4. High Competency Politics (HCP) Conceptual Framework

For obtaining members of the House of Representatives in democratic politics, everyone has the right to vote for the politicians they want to represent. However, citizens may not have all of the candidates' information or being deceived by highly exaggerated marketing. Candidates, once elected, must run the country with national taxes and resources, which affects the future life of the people as well. Since increasing in mixed methods research justifies the question of determining the perceived value of mixed methods research compared with a purely quantitative or purely qualitative study. (C. A. McKim, 2017). So, this mixed method can be applied to screen aspiring politicients who want to be respresentatives of people by mixing of voting of democracy and evaluate core competencies of communist course of neo-liberalism with social responsibility (Harrison & Boyd, 2003). Therefore, high-performing politicians should be screened first by selecting, evaluating, developing and retaining high-performing MPs. with the participation of all relevant sectors for check and balance. High Competency Politics (HCP) Framework is shown in Figure 1.
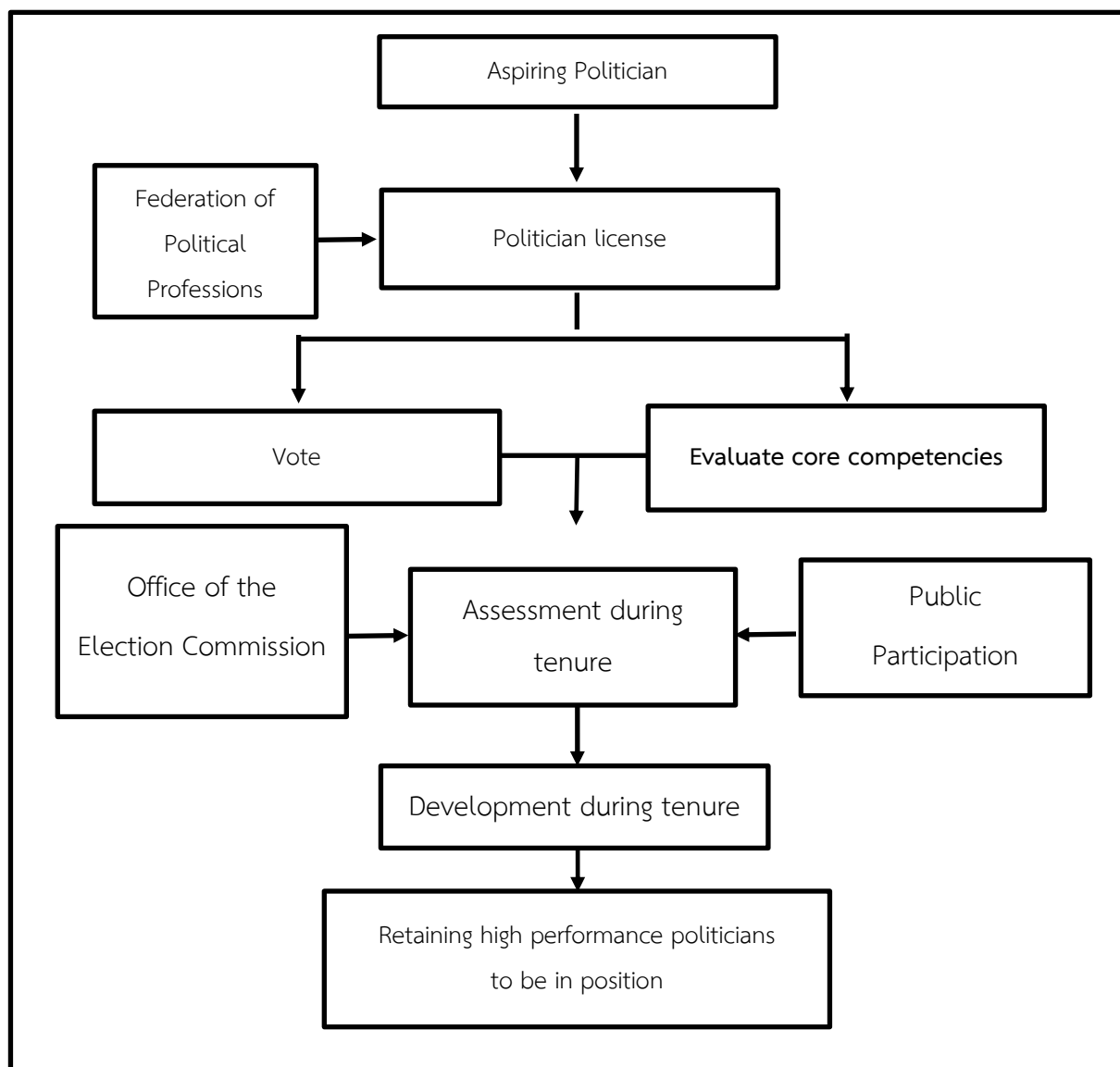
Figure 1. High Competency Politics (HCP) Framework

(1) guidelines for selecting members of the House of Representatives

No.	Issue	Score (Percentage)
1	Vote	50
2	Assessment of core competencies (Competency) Group 1 Competency for professional work Group 2 competency for working with others	50

No.	Issue	Score (Percentage)
	Group 3 competency for working towards success according to organizational goals	

People have the right to elect their representatives in the administration of the country. Furthermore, all politicians should have a license to practice politics. There must be an agency responsible for oversight, such as the establishment of a professional politician council. There must be a code of ethics for politicians, and professional competence in politicians, similar to professional licenses of other fields.

(2) Guidelines for evaluating politicians during their tenure

No.	Indicator	Score (Percentage)
1	Performance in the area of responsibility	50
2	Estimated 720 degrees • Population • Member of the House of Representatives / Local Council • Speaker of the House of Representatives / Local Council	40
3	Self-development through 2 online training courses	10

6 -month assessment and then adjust the salary rate to increase by no more than 6 percent per 6 months , similar to the civil servant system, and supervise the assessment by the Office of the Election Commission of Thailand with a public participatory audit.

(3) Guidelines for the development of politicians during their tenure

No	Issue	Feature
1	Training for senior politicians	First term
2	Intermediate politician training	Hold the position for 2 terms or more
3	Training of senior politicians	Prime minister and Minister

No	Issue	Feature
4	Training of the National Defense Academy of Thailand (NDC)	everyone
5	Volunteer training	everyone
6	International training	everyone

Amid globalization and changes in the context of Thai and the world politician must be continuously developed at all levels, cultivate, and instill a sense of patriotism, sacrifice, social responsibility, and always have a broad vision.

(4) Guidelines for keeping high-performing politicians in the political system

Every high-performing politician is also a human capital of great value to the country. They will formulate any laws, policies and interests for the public with social responsibility and patriotism. To maintain these politicians to continue to work for our country, welfare, bonuses, recognition and rewards must be provided, and sufficient pensions for them.

Conclusion and Suggestion

To create High-Performance Political Regimes (HPPR), the nation must have high-performing politicians to build up the nation's potential for development and be able to compete amid globalization with sustainability for the welfare of the people truly. Starting from the selection, assessment, development and keeping high-performing politicians in the political system for the development and maintenance of Thailand as the direction of the 13th National Economic and Social Development Plan (2023-2027) " Thailand is a developed nation that has created the sufficiency economy and is stable, prosperous, and sustainable ". In particular, public engagement must be developed to increase awareness and participate in the development, as well as monitor politicians' work to assure integrity and consistently uphold good performance. Therefore, it should be further study and concerning on detail of each step of HPPR procedure. Finally, beside of voting and competency of respresentatives, heart to care nation is the most important to be a policiant, because of it is not only power to governt.

Reference

Aggarwal, A., & Thakur, G. S. (2013). Techniques of performance appraisal-A review. *International Journal of Engineering and Advanced Technology (IJEAT), 2*(3), 617-621.

Aphicha Sukjeen, Phramaha Sittichai C h a y a s i t t h a, Panya S u n a n t a, & Praewnapa K r o n g t h i p. (2020). Leadership: Ethics of Thai politicians according to the principles of buddhism [In Thai]. *Journal of the College of Sangnakhon Lampang*, *9*(3), 234-245.

Brzechczyn, K. (2020). The Coronavirus in liberal and illiberal democracies and the future of globalized world. *Society Register, 4*(2), 83-94. doi:10.14746/sr.2020.4.2.06

Chalita Bumrung. (2022). *The credibility factors of the online social media influencers affect in decision process of purchasing of the cosmetic in the Bangkok metropolitian area* [In Thai] (Unpublished master's thesis]. Silpakorn University, Nakhon Pratom.

Covey, S. R. (1991). *Principle-centered leadership*. London: Simon & Schuster.

Denhardt, J. V., & Denhardt, R. B. (2015). The new public service revisited. *Public administration Review*, *75*(5), 664-672. doi: 10.1111/puar.12347

Denhardt, R. B., & Denhardt, J. V. (2000). The new public service: Serving rather than steering. *Public Administration Review*, *60*(6), 549-559. doi: 10.1111/0033-3352.00117

Department of Health. Advisory Office. (n.d.). Basic knowledge about Thai local administrative organizations. Retrieved from http://advisor.anamai.moph.go.th/main.php?filename=tambon03

Held, D. (2021). *Democracy*. (Suthiman Limpanusorn, Trans.). Bangkok: Bookscape.

Norarat Funchian. (2020). The importance of professional licenses for teachers [In Thai]. Retrieved from https://www.trueplookpanya.com/dhamma/content/85001

Harrison, K., & Boyd, T. (2003). Conservatism. In *Understanding political ideals and movements* (pp. 174-194). Manchester and New York: Manchester University Press.

Local Administrative Characteristics Act, B.E. 2457. *Royal Thai Government Gazette*, *31*, 229 (17 July 1932).

Maneerat Janken. (2015). *Percieved source credibility, percieved risk of electronic word of mouth (eWOM) that affected on dietary supplemen purchasing intention* [In Thai] (Unpublished master's thesis). National Institute of Development Administration, Bangkok.

McKim, C. A. (2017). The value of mixed methods research: A mixed methods study. *Journal of Mixed Methods Research*, *11*(2), 202-222. doi:10.1177/1558689815607096

McKinsey & Company. (2022, October 6). Collaborative interactions. Retrieved from https://twitter.com/McKinsey/status/1563267780832481281?s=20&t=0Bi-bGDgRHWmT71XuGVb0g

Nitus Sirichotirat. (2017). Performance and outcome measurement [In Thai]. In *Principles of human resource management in the 21st century* (pp. 86-109). Bangkok: Chulalongkorn University Printing House.

Office of Educational Research and Development Education Council Secretariat Ministry of Education. (2021). *Necessary skills of the future (future skill) to prepare for the quality development of Thai people of all ages supporting rapid changes (disruption) of the 21st century world: Study results and promotion guidelines*. Bangkok: Author.

Office of the Civil Service Commission. (2020, March). Handbook for quality manpower management Office of Kor.Por. Retrieved from https://www.ocsc.go.th/download/2563/ System Manual-hipps- Quality Manpower Management

Office of the Council of State. (2016). Local Administrative Characteristics Act, B.E. 2457 (latest revision). Retrieved from https://multi.dopa.go.th/pab/assets/modules/info_organ/uploads/51c54a7 7081b81ba6604aa61b1e0966b57f47e1ab3d8d3145733444685974345.pdf

Osborne, S. P. (2010a). Conclusions. In *The new public governance? emerging perspectives on the theory and practice of public governance*. (pp. 413-428). Florence: Taylor and Francis.

Osborne, S. P. (2010b). Introduction. In *The new public governance? emerging perspectives on the theory and practice of public governance*. (p. 431). Florence: Taylor and Francis.

Paiwan Purimat. (2020). Enhancement of political culture in democracy of local politicians in Nakhon Ratchasima province [In Thai]. *Mahachulanak Rathad Journal*, *7*(12), 57-69.

Pattaravadee Aphidennapalai. (2019). Political communication, popularity, advantage and political system that culminate in public devision making for politicians to be elected: A case study of Samut Prakan province, Zone 2 [In Thai]. *Journal of MCU Peace Studies*, *7*(5), 1352-1362.

Pichai Rattanadilok Na Phuket. (2022). *Liberalism* [In Thai]. Unpublished manuscript, Faculty of Social Development and Administrative Strategy, National Institute of Development Administration, Bangkok, Thailand.

Professional license. (2022). In *Wikipedia*. Retrieved from https://th.wikipedia.org/wiki/Professional license

Puen Boon Khum - Pathum Thani. (2020). Study the communist regime, the pros and cons of the socialist economy [In Thai]. Retrieved from https://www.facebook.com/104129220990983/ posts/264392391631331/

Rapeeporn Thongtong. (2022). Characteristics of modern local politicians and behaviors of the people who have the right to choose local leaders [In Thai]. *Journal of Academic Dharma Vision*, *22*(2), 297-310.

Regulations of the Ministry of Interior on the Criteria and Methods for Evaluating the Performance of the Village Headman B. E. 2559. *Royal Thai Government Gazette*, *125*, 69E (6 April 2008).

Royal Decree on Rules and Methods for Good Governance of Public Affairs B. E. 2546. *Royal Thai Government Gazette*, *120*, 100A (9 October 2003).

"Skills of the future" Chutin lokpiwat create digital people. (2020, December 19). *Prachachart Business Online.* Retrieved from https://www.prachachat.net/csr-hr/news-574051

Siriporn Yamnil. (2020). *Sustainable human resource development* [In Thai]. Bangkok: Faculty of Social Sciences and Humanities.

Somsak Samukkethum. (2021). *Good governance and social responsibility* [In Thai]. Bangkok: National Institute of Development Administration Publishing.

Somyos Aksorn. (2015). The reforms to acquire honest and moral MPs: Politicians' authority and responsibility [In Thai]. *Ratthaphiraks*, *57*(1), 16-34.

The 13th National Economic and Social Development Plan B. E. 2566-2570. *Royal Thai Government Gazette*, *139*, 258E (1 November 2022), 3.

The Act Characteristics of Local Government (No. 11) B. E. 2551. *Royal Thai Government Gazette*, *125*, 27E (5 February 2008).

The Secretariat of the Senate. (2021, March). The parliamentary system of the Kingdom of Thailand [In Thai]. Retrieved from https://www.parliament.go.th/ewtadmin/ewt/ac/ewt_dl_link.php?nid=110& filename=parsystem2

Vichet Kasemthongsri. (2017). Politicians wanted by Thai society from the protests of the PDRC [In Thai]. *Ratthaphiraks*, *59*(3), 87-98.

Waheduzzaman, W. (2019). Challenges in transitioning from new public management to new public governance in a developing country context. *International Journal of Public Sector Management*, 32(7), 689-705. doi:10.1108/IJPSM-02-2019-0057