

DEVELOPMENT OF ACTION PLAN OF PRIVATE VOCATION SCHOOL BY USING BALANCED SCORECARD APPORACH WITH SOAR ANALYSIS: CASE STUDIES DONBOSCOSURAT TECHNOLOGICAL COLLEGE

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Abstract: *The purposes of this research were to study context and environment of the Don Bosco Surat Technological College following the Appreciative Inquiry concept; to develop action plans using a Balance Scorecard approach with SOAR Analysis: Case study of Don Bosco Surat Technological College and to present a form of development of action plans using a Balanced Scorecard approach: Case study of Don Bosco Surat Technological College.*

The group that provides information used in the research were 69 people consisting of college's stakeholders divided into 4 following groups: Directors, teachers and college personnel group, students group, parents and community group and establishments and alumni group in Don Bosco Surat Technological College. 24 action research teams, 7 important informants based on interviews to the Creating questions in 10 dimensions according to Appreciative Inquiry concept, Workshop by specialized 2 times, 5 experts will monitor and evaluate the strategic plan, 9 experts in the connoisseurship, and evaluate the action plan and confirmation of the model. The research tools were consisted of interview forms, Workshop, and expert-based seminar and group discussion.

Findings were as follows: 1) The study of context and environment of the Don Bosco Surat Technological College following the Appreciative Inquiry in 10 aspects namely (1) Innovation, (2) Productivity, (3) Learning, (4) Intrinsic Motivation,

(5) Extrinsic Motivation, (6) Team-working, (7) Human Resources Development, (8) Cost, (9) Revenue, (10) Risk Management : 2) Development of Action plans following the Balance Scorecard consists of 9 steps which are (1) SOAR Analysis and determine the direction of the college, (2) Analyze and define Balance Scorecard, (3) Make the Strategy Map, (4) Make the Scorecard, (5) Make and review KPIs, (6)

Define responsible agency, (7) Make Template details, (8) Make Strategic Initiative,

(9) Action plan Development and 3) Action plan development model of Don Bosco Surat Technological College are consisted of 4 parts; Part 1: Input; It is the study context and environment of the college following 10 dimensions of the Appreciative Inquiry concepts. Part 2 Process; It is the Development of Action plans using 9 steps of Balance Scorecard. Part 3 Output; it is the execution of Balance Scorecard consist of 4 Perspectives is , 1 Main and 4

secondary strategies in Learning and Development Perspective, 1 Main and 5 secondary strategies in Internal Process Perspective, 1 Main and 4 secondary strategies in Budget & Resource Perspective and 1 Main and 5 secondary strategies in Student Perspective, Part 4 is Feedback; It has been assessed by experts and professionals and discovered that it has high level of Utility, Accuracy, Propriety, and Feasibility.

Keywords: *Development of action plans, management with Balance Scorecard, SOAR Analysis, Appreciative Inquiry, Model.*

INTRODUCTION

The current government's education policy has been focused on building the future of Thailand to be a stable, prosperous and sustainable. It is essential to use in planning and determining the direction of Thailand's current and future education as well as guidelines and procedures for the development of education that are beneficial to the quality of Thailand's education management. In particular, the production and development of people to support the development of countries related to vocational education such as: 1) To train enough manpower to meet with the increasing demands of labor market and 2) To maintain the whole educational system since adolescences to adulthood aiming to create professions by, (1) Predict manpower trends to meet the demand of labor market and new entrepreneurs base on the modern world, (2) Adjust image of vocational students, (3) Gain cooperation from all parties namely government, civil society and private sector in take caring, developing and creating new knowledge for the vocational students. [1],

Vocational and higher education institutes both state and private sectors must plan clearly in both manpower production and capacity to enter into the labor market. There must be jobs to support graduated students and must cooperate with establishments open specialist training courses base on different capability of economic and industry development in each area that manage to maintain continuous education in every level to support local people under the concept "Study and work within the local community to improve local development" [1],

Development of a private vocational education action plan using a Balanced Scorecard approach with SOAR Analysis with Action Research is having Don Bosco Surat Technological College as the case study. Appreciative inquiry: AI are questioned in 10-dimensions including Innovation, Productivity, Learning, Intrinsic Motivation, Extrinsic Motivation, Team working, Human Resources Development, Cost, Revenue and Risk Management [2], providing data as great experiences or stories from interviewing 69 college's stakeholders divided into 4 following groups: Directors, teachers and college personnel group, students group, parents and community group and establishments and alumni group. College's environment analysis and assessment are done base on SOAR analysis resulting in Discovery and Dream which are Strengths, Opportunities, Aspiration and Results in 10 dimensions. [3], They are developed into action plan using Balance Scorecard separated in 4 perspectives which are Learning and Development Perspective, Internal Process Perspective, Budget & Resource Perspective and Student Perspective. [4], They are consisted of 9 steps which are: (1) SOAR Analysis and determine the direction of the college, (2) Analyze and define Balance Scorecard, (3) Make the Strategy Map, (4) Make the Scorecard, (5) Make and review KPIs,

(6) Define responsible agency, (7) Make Template details, (8) Make Strategic Initiative (9) Action plan Development

Therefore, this action plan is an innovation in the development of quality educational facilities, develop a higher achievement of students, create good image and value to the profession from parents and community, produce and develop professional to meet the demand of local establishments and become an important tool in managing Don Bosco Surat Technological College which will become a prototype to balance management approach with Soar Analysis which potentially can be used as a guideline for the further action plans of other vocational education schools.

Objectives of the study

1. To study the context and environment of Don Bosco Surat Technological College according to the Appreciative Inquiry concept.

2. To develop action plans using a Balanced Scorecard approach with SOAR

Analysis: case study of Don Bosco Surat Technological College

3. To present a model of development of action plans using a Balanced

Scorecard approach with SOAR Analysis: case study of Don Bosco Surat Technological College

Research Methodology

The researchers have defined procedures and methods of conducting research in order to comply with the research objectives using the process of Action Research to develop an action plan of a private vocational education school according to the Mills's model. [5], It is consisted of 5 phases:

Step 1: Identify focusing area Consists of 2 phases:

The first phase is the preparation; it consists of 4 sub-steps: (1)

Choosing research area: Researchers select a specific case study which is the Don Bosco Surat Technological Collage operating under Office of the Board of Directors Vocational education of Surat Thani. (2) Preparing teachers and collage personals by training of basic knowledge about Appreciative Inquiry concept which is the basis of SOAR analysis framework and Balance scorecard. (3) Preparing research team namely 24 external and internal researchers, and primary data providers. The researcher used select. The group that provides information from 69 Stakeholders. (4) Preparation of research tools and equipment, Phase 2 Validate, analyze and synthesize data. It consists of 3 supsteps which are: (1) Documents related to general condition of the college, (2) Documents related to the identity of primary data provider, (3) Draft of interviewing questionnaire, (4) Inspect tool quality by 7 experts and professionals to provide suggestions related to Appreciative inquiry questionnaires used in the interview correctly, properly and appropriately. It is used as data in SOAR Analysis to find out Strengths, Opportunities, Aspirations and Results and linked to the implementation of the action plan development process in accordance with Balanced Scorecard.

Step 2: Data collection consisted of 2 phases:

Phase 1: Interviews primary data provider group by using the Appreciative Inquiry question guidelines. Interviews primary data provider group with the purpose to find Discovery and Dream from experiences, events, impressions and best stories with 10-dimension Appreciative Inquiry. From interviewing primary data provider group divided into 28 people in Directors, teachers and collage personnel group, 18 people in students group, 9 people in parents and community group and 14 people in establishments and alumni group.

Phase 2: Data collection – it consists of validation, analyzing and synthesizing of data gathered from 10-dimension using frequency statistics in analyzing factors that are Convergences and Divergences in order to bring data to develop into Discovery and Dream with in accordance with Appreciative Inquiry concept by using SOAR Analysis to get Strengths, Opportunities, Aspirations and Results that are useful, appropriate and relevant.

Step 3: Analyze and interpret data – it consists of 2 following phase:

phase 1: analyze and interpret Discovery by bringing data gathered in Phase II to analyze according to SOAR Analysis to get Strategic Inquiries which are Discovery including Strength, Opportunities and Appreciative Intent which is Dream including and Aspiration and Results in 10 dimensions

phase 2: Improve and summarize findings by bringing feedback and suggestions from the workshop to improve and conclude as a Discovery which are Strength, Opportunities and Appreciative Intent which is Dream including and Aspiration and Results in 10 dimensions To be used as data in the development of the operational plan according to the Balanced Scorecard.

Step 4 : Action plan development – it consists of 4 following phase:

Phase 1: draft Action plan according to the 9 steps of Balanced Scorecard Process, such are SOAR Analysis and define collage direction, analyze and define Balance Scorecard perspectives, make Strategy Map, Make Scorecard, define and make KPIs Define responsible agency, Make Template details, Make Strategic Initiative and do Action plan Development

Phase 2: Create development action plans using a Balance management approach with SOAR Analysis: Case study of Don Bosco Surat Technological Collage.

Phase 3: Assess the quality of research tools according to the compliance assessment criteria from professionals on the main strategy, objective, KPIs, secondary strategy, project/activity and indicators from 5 professionals.

Phase 4: Organize a Connoisseurship to assess the sketch of action plans and patterns development of private vocational education with Balanced Scorecard process using SOAR Analysis: Case Studies Don Boscosurat Technological College by 9 professionals and experts in aspects of Utility, Accuracy, Propriety, and Feasibility.

Step 5: Present the action Plan – it consists of 2 phase:

Phase 1: Improve the action plan by bringing feedback and suggestions from professionals and experts from inspection and assessment the draft action plan in aspects of Utility, Accuracy, Propriety, Feasibility, and research tools quality assessment to write the complete action plan and its model.

Phase 2: Present the Action Plan of Private Vocational School By Using Balanced Scorecard Approach with SOAR Analysis: Case Studies Don Boscosurat Technological College to the directors and related committees.

Research finding were as follows:

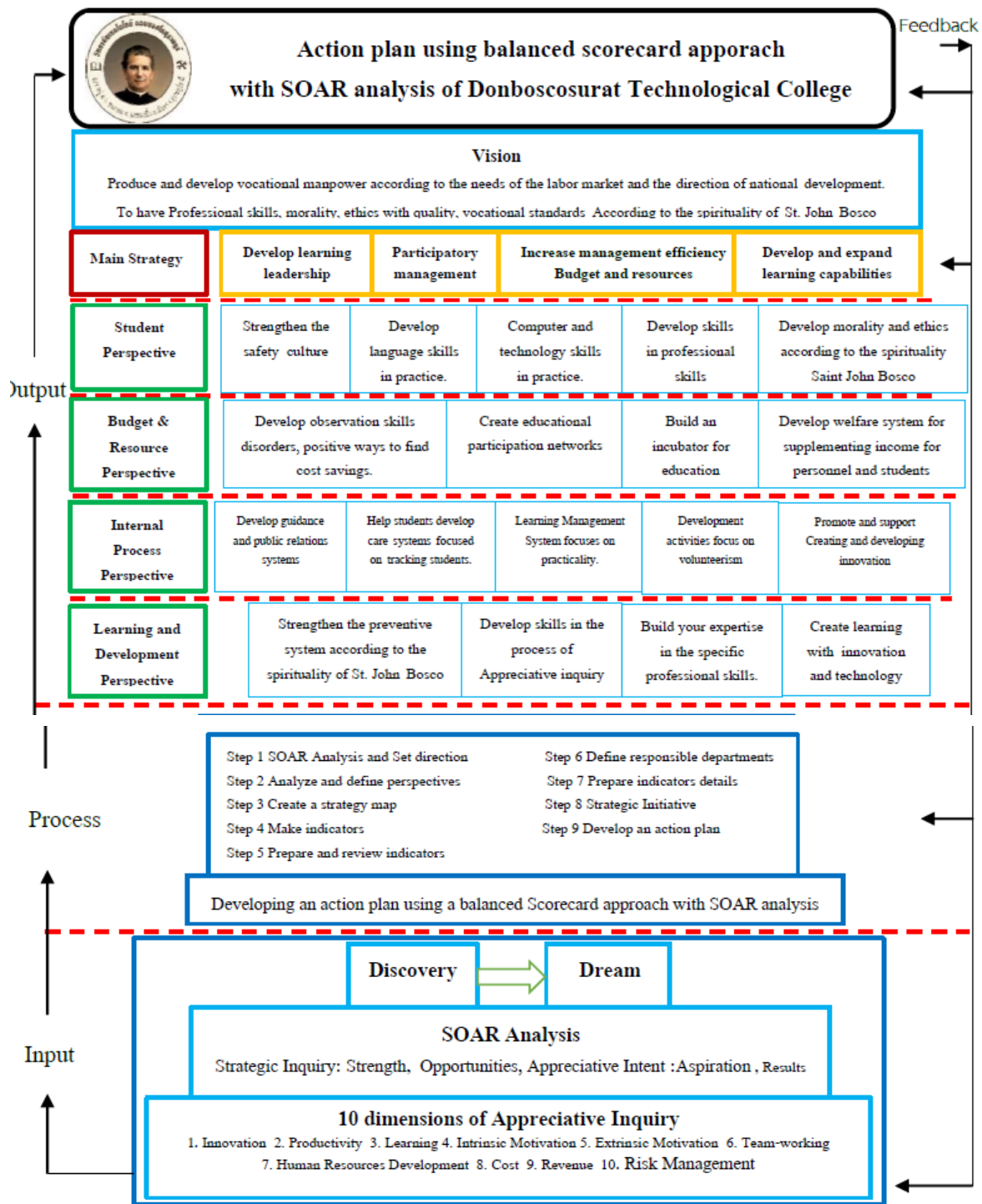
1. The study of context and environment of the Don Bosco Surat Technological Collage according to the Appreciative Inquiry found that there are 10 dimensions in total which are (1) Innovation, (2) Productivity, (3) Learning, (4) Intrinsic Motivation, (5) Extrinsic Motivation, (6) Team-working, (7) Human Resources Development, (8) Cost, (9) Revenue, (10) Risk Management resulting in complete data and able to analyze in SOAR Analysis.

2. Development result of Action Plan of Private Vocational School By

Using Balanced Scorecard Approach with SOAR Analysis: Case Studies Don Boscosurat Technological College Scorecard are in 4 perspectives as foll discovered that development using ows:st perspective - Learning & Developing Balance Perspective 4 projects, 3 activities, 6 KPIs.- There is 1 main strategy, , 2nd perspective 4 success KPIs and 4 secondary strategies, - Internal process - There is 1 main strategy, 6 success KPIs and 5 secondary strategies, 7 projects, 3 activities and 7 KPIs.3rd perspective – Budgets and resources perspective - There is 1 main strategy, 2 success , KPIs and 4 secondary strategies, 8 projects, 3 activities and 9 KPIs. There are also 4 responsible agencies which are: (1) Planning and Cooperation division, (2) Student Affairs, (3) Department of Management, and (4) Budget and resources division. They are evaluated by 9 experts and professionals and are found to be highly Utilizable, Accurate, Proper, and Feasible.

Presentation result of Action Plan of Private Vocational School By Using Balanced Scorecard Approach with SOAR Analysis: Case Studies Don Boscosurat Technological College by following the systematic management model is consisted of, (1) Input - it is the study context and environment following 10-dimensions of the Appreciative Inquiry concepts and analyzing according to SOAR Analysis resulting in

Discovery and Dreams., (2) Process – it is the development of action plan using Balanced Scorecard in 4 perspective and 9 steps., (3) Output – it is the Action Plan of Private Vocational School by Using Balanced Scorecard Approach with SOAR Analysis: Case Studies Don Boscosurat Technological Collage. It results in Vision, main strategy and secondary strategy. (4) Feedback – It can present the Development of Action Plan of Private Vocational School By Using Balanced Scorecard Approach with SOAR Analysis: Case Studies Don Boscosurat Technological Collage in the form of ARUNGIAT OF ACTION PLAN MODEL below:



The Model of development Action Plan of Private Vocational School By Using Balanced Scorecard Approach with SOAR Analysis : Case Studies Donboscosurat Technological College

DISCUSSION

Research on development of action plans of private vocational education institutions using the balance scorecard concept with SOAR analysis: case study Don Bosco Surat Technological College. The results of the research that will lead to the discussion are as follows:

Components to development of action plan.

Results of interview preparation in accordance with appreciative inquiry found that the dimension used to interview stakeholders of the Don Bosco Surat Technological College is a question of appreciative inquiry. It will get an interview as a story about the best experience, leading the work in 10 dimensions and can lead to discoveries and dreams that can develop the school. The question line corresponds to the question of [2] which has 11 dimensions as follows: Innovation, Productivity, Learning, Motivation, Intrinsic motivation, Extrinsic Motivation, Team working atmosphere, Human Resources Development, Cost, Revenue, Risk Management and Leadership in which the positive information is retrieved in complete and useful manner.

The analysis result of Convergences and Divergences factors of the interviews with the main contributors that are positive experiences, the best stories and the most impressive things in the performance of the personnel in the organization in 10 dimensions. It found that from the results of such analysis, the information led to SOAR analysis to be the basis for finding useful discoveries and creating dreams. SOAR analysis result found that there were two parts which were Strategic Inquiry. The search process can be used to process queries or interview by posing positive questions in various aspects, including strengths, good stories occurred in the organization which may happened wherever, whenever and with whoever. They might be in the form of knowledge, attitudes, processes that exist in any person, any unit at any time. They might be a good thing that happened ten years ago, then it can be considered a good point or strengths. The process of finding strengths is a process of finding good things, even small successes from all stakeholders in the organization. Opportunities are factors that contribute to the organization's advantage. The opportunity to analyze SOAR Analysis comes from two sources: strengths or a good story obtained from each stakeholder and interpretation of good stories that occurred outside the organization appreciative intent or something they wanted i.e. aspiration which is a kind of power in one's self used to drive thinking and any desirable actions. Normally, when searching and identifying strengths and opportunities, the stakeholders will discover the inspiration to want to expand their strengths and opportunities naturally because they are the strengths and opportunities based on what had actually happened. Stakeholders will feel their own power because they are stories that are found to be a true success, able to be reproduced or expanded with clear conditions, available resources. But if the inspiration is not occurred by themselves, it can assess whether such strengths and opportunities may exceed the authority of SOAR Analysis or too far and required to be reviewed. For the expected results after the opportunity has been identified, stakeholders can jointly evaluate the expected results by linking to the main KPI of the organization. if not, the new KPI can be developed. [2]

Action plan using balanced management concepts. Case study: Don Bosco Surat Technological College has 4 perspectives as follows:

Learning and Development Perspective: It found that there are 1 main strategies: leadership development, learning of administrators, teachers and personnel, and 4 secondary strategies: strengthening the protection system according to the intention of St. John Bosco, skill development in the process of aesthetics, enhancing expertise in specialized skills, creating learning with innovation and technology. The reason for the findings and creating dreams which will be developed as a strategy by executives, teachers, personnel and stakeholders who wish to come up with educational institutions in order to make the educational institution to change in a sustainable way because the current education is a globalized era and is a knowledge-based society and economy where change is fast. Management in all professions require a lot of adjustment to lead to success and progress. [6] Educational quality is an important indicator for the 21st century so, self-development to become a qualify personnel which corresponds to [7] The important characteristics of learning leadership have a distinct characteristic to make learning successful and believe that the achievement of the learner is higher while the school is changed to a school of learning.

Internal Process Perspective: There are 1 main strategies: participatory management and 5 secondary strategies: Develop guidance and public relations systems, develop student care systems to help monitoring the student, Develop a learning management system that emphasizes real practice, Develop an activity system focusing on volunteering, Promote and support the creation and development of innovation. The reason for the findings and creating dreams are developed as a strategy by executives, teachers, personnel and stakeholders wish to occur in school because vocational administration require executives, teachers, personnel and stakeholders, such as students, parents, communities, alumni, establishments and various agencies etc. to participate in educational management, formulate policy and direction in education management, establish educational standards of co-educational institutions, provide

support in terms of thought, physical strength, encouragement and budget as well as co-supervising, monitoring and evaluating to set up quality education.

Budget and Resource Perspective: There is 1 main strategy: increasing the efficiency of budget management and resources, and 4 secondary strategies, develop positive observation skills to find cost-effective ways, Create educational participation networks, Build an enterprise incubator for education and development of welfare systems, personnel and student income. The reason for the findings and creating dreams: Developed as a strategy that executives, teachers, personnel and stakeholders wish to occur in educational institutions in order to make the educational institution to change in a better and sustainable way. Because all Thai people are learning the core "Sufficiency Economy", which is a philosophy that His Majesty King Rama IX granted as a guideline for the way of life for Thai citizens over the past 30 years since before the economic crisis. He later emphasized the corrective approach to escape and able to remain stable and sustainable under globalization and various changes called "sufficiency economy philosophy". Because the concept that His Majesty King Rama IX gave is a wonderful knowledge that is not only for economically insignificant but also for all elements of the sufficiency economy philosophy. It can be applied to other sciences as well [8] Therefore, bringing the concept of His Majesty to strengthen the balance of budget and resource management for efficiency Collaboration, saving costs and adding value, therefore, is an important main idea in the management of resources and budget of educational institutions.

Student Perspective: There is 1 main strategy: developing and expanding learning capabilities and 5 secondary strategies which are to strengthen the culture of safety, develop language skills in operation, develop computer and technology skills, develop professional skills and develop moral virtues according to the spirit of Saint John Bosco. The reason that resulted in the discovery and creating dreams: Developed as a strategy that executives, teachers, personnel and stakeholders wish to occur in educational institutions to provide students with academic skills, professional skills and social skills, qualify according to educational standards due to educational institutions aimed to produce and develop vocational manpower according to the needs of the labor market and the direction of national development to have skills, profession, morality, ethics with quality of vocational standards according to the spirit of St. John Bosco which is the vision of education institute in line with the 1st vocational standard: Characteristics of the vocational education graduation. Vocational education management is an educational management to develop graduates of vocational education to have knowledge about the facts according to the principles, theories and practices related to the field of study or work with emphasis on theoretical knowledge and/or facts that conform to the vocational qualification standards for each level of education, have the necessary skills and applications required in the 21st century, have professional skills and life skills in accordance with the vocational qualification standards for each level of education, can apply in the operation and living together with others happily according to the philosophy of sufficiency economy and have good health and morality, ethics and desirable characteristics professional ethics attitude and good habits, proud and maintain the identity of the Thailand, respect the law, respect the rights of others, having responsibility according to their roles and duties in accordance with democracy with the King as Head of State, having public mind and having consciousness for environment. [9]

Suggestion to Private Vocational School

1. Developing an action plan using appreciative inquiry is a collection of data from a group of key informants who are representatives of stakeholders of educational institutions which is the most impressive experience stories 10 dimensions and are the most important, useful and valuable information.
2. Developing an action plan by using information from the collection. Analysis based on the SOAR (SOAR Analysis) framework in 10 dimensions will be a strength, opportunity, inspiration and results, leading to the discovery and creation of a dream, leading to the creation of key strategies. Objectives Indicators success and strategy vice activities and indicators to achieve the best from the primary to the stakeholders of education
3. Development of an action plan based on the concept of balance management comes from the introduction of key strategic, objectives, success indicators and secondary project strategies, activities and analytical indicators based on 4 perspectives, the Learning and Development Perspective, Internal Process Perspective, Budget and Resource Perspectives and Student Perspective
4. Learning and Development Perspective. The project is a project based on innovation dimension, internal motivation, and human resource management which focuses on development of executive,

teachers, students and stakeholders to learn leadership, strengthening the protection system according to the spirit of Father Bosco, develop skills in the process of aesthetics, enhance expertise in skills, specialized skills, create learning with innovation and technology.

5. Internal Process Perspective. The project is a project that is based on the production dimension and the team working atmosphere which focuses on the performance of executives, teachers and students and stakeholders by using participatory management in all activities.

6. Budget & Resource Perspective. The projects are projects that comes from external motivation dimensions of cost and revenue which led the concept of the sufficiency economy that His Majesty King Rama IX granted His Majesty the Royal initiative to guide the way of life for Thai citizens to be applied in management.

7. Student Perspective. The activity is the project from learning and risk management dimension. It focuses on development of the students to have professional skills and social skills, compliance with quality education based on moral spirit of St. John Bosco.

Suggestion for further research

1. The private vocational education institutions action plan using the concept of Balance Scorecard by analyzing SOAR: case study Don Bosco Surat Technological College should be studied for evaluating the success of the operation
2. Measure of success derived from strategy development should be studied and researched to develop as an indicator of internal quality assurance
3. Research and development of system in accordance with the standards of Vocational education referring on SOAR analysis process and integrating the balance scorecard concept.
4. Structural equation analysis, success factors of the quality management system of vocational education institutions based on the SOAR analysis process and integrating Balance Scorecard concepts.

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