

**DEVELOPMENT OF AN OPERATIONAL MANUAL FOR MONITORING
AND EVALUATING PLAN IMPLEMENTATION, OFFICE OF ACADEMIC
RESOURCES AND INFORMATION TECHNOLOGY, SUAN SUNANDHA
RAJABHAT UNIVERSITY, FISCAL YEAR 2025**

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ABSTRACT

This study aimed to explore the design and development of an operational manual for monitoring and evaluating the implementation of the action plan at the Office of Academic Resources and Information Technology, Suan Sunandha Rajabhat University. The manual serves as a systematic guideline to standardize operational procedures, facilitate monitoring and evaluation processes, and enhance the efficiency of annual performance tracking within the office.

The research employed a descriptive research methodology. The study population comprised five officers from the Planning and Quality Assurance Division. Data were collected through document analysis and operational record forms and were analyzed and synthesized to develop a comprehensive and accurate operational manual aligned with the office's missions.

The results revealed that the developed manual enables staff members to perform tasks in a standardized and unified manner, reducing confusion and errors in work procedures. Personnel can substitute for one another effectively, and new employees can quickly learn and perform their duties correctly. The manual also reduces non-systematic errors and enhances the efficiency of the monitoring and evaluation process, ensuring alignment with the university's strategic directions.

Keywords: Operational manual, Monitoring and evaluation, Action plan, Office of Academic Resources and Information Technology.

INTRODUCTION

Development of an operational manual for monitoring and evaluating plane implementation, Office of Academic Resources and Information Technology. Aims to serve as a unified guideline for staff members. This manual facilitates operational linkages, ensuring convenience, speed, accuracy, and efficiency in workflow implementation, adhering to the framework of the university's monitoring, inspection, and evaluation operational guidelines.

In this regard, the preparation of a Work Manual is essential for the Office of Academic Resources and Information Technology. It provides clear procedural guidance for handling various documents, enhances convenience, and significantly reduces errors, discrepancies in interpretation, and procedural inconsistencies. The manual also clarifies operational steps, decreases the likelihood of mistakes caused by incomplete recollection, and minimizes redundancy. Moreover, it serves as an effective tool for training new staff, enabling rapid and accurate knowledge transfer without the need to restart the training process each time a new employee joins. It also helps maintain continuity of work when staff members resign or are absent, as the manual allows others to immediately continue their tasks. Additionally, it acts as an instrument for inspection and evaluation, providing criteria for assessing whether work is performed correctly and efficiently. Therefore, establishing a systematic operating process while reducing reliance on individual tacit knowledge is crucial.

In the absence of an operational manual, several problems may arise. Work may lack clear direction, as staff may employ differing methods, leading to inconsistencies. Frequent errors may occur when procedures are unclear, and employees may unintentionally perform tasks incorrectly. New staff may require longer training periods, relying on verbal instructions that may be incomplete or inaccurate. Ambiguity in work procedures also undermines accountability, making performance evaluation difficult. Furthermore, workflow disruptions may occur when personnel are absent, as others may be unable to continue the work without a proper reference document. PDCA (Plan-Do-Check-Act) as an Effective Tool for Governance Development

The PDCA cycle is one of the most effective tools used to enhance governance, which is a key principle of good management. Chanwichian, J. (2024).

At present, rapid advancements in information and communication technology have prompted Suan Sunandha Rajabhat University to emphasize the integration of digital technologies into operational processes. The university employs the ERP system and the e-office system for document management, in alignment with its policy to enhance convenience, speed, cost-efficiency, and resource optimization. These systems support effective data recording and storage, allow rapid search and retrieval of information, and enable digital linkage across relevant units. Personnel can work anytime and anywhere, thereby enhancing their capabilities and operational standards consistent with the framework of modern public administration.

Given the aforementioned background and significance, the Planning and Quality Assurance Division of the Office of Academic Resources and Information Technology has undertaken the development of an operational manual for monitoring and evaluating performance according to the administrative action plan. This manual serves as a common operational guideline, promotes information integration throughout the workflow, and ensures convenient, rapid, accurate, and efficient operations, adhering to the university's monitoring and evaluation procedures.

As the Office of Academic Resources and Information Technology forms an integral part of the structural framework of Suan Sunandha Rajabhat University, it is necessary to prepare an operational manual for monitoring and evaluating performance according to the annual administrative and operational plans. This enables personnel to follow standardized guidelines and supports the continuous development of the monitoring and evaluation process within the Office of Academic Resources and Information Technology, Suan Sunandha Rajabhat University.

OBJECTIVE

1. To study the structure and approach for developing an operational manual for monitoring and evaluating the implementation of the action plan at the Office of Academic Resources and Information Technology.

2. To develop a practical operational manual that enhances systematic work performance, ensures standardization, and reduces operational errors.

3. To assess the effectiveness and benefits of the developed manual in improving the quality and performance of the office's operations.

Conceptual Framework

The monitoring, inspection, and performance evaluation guidelines presented in this manual are based on the *Monitoring, Inspection, and Performance Evaluation Manual of Suan Sunandha Rajabhat University for the Fiscal Years 2025-2026*.

The monitoring, inspection, and evaluation of performance involve the following key components:

1. Evaluation Components
2. Performance According to Institutional Missions
3. Performance in Alignment with the Annual Administrative Action Plan
4. Organizational Development and Managerial Operations
5. Production and Development of Professional Personnel and Specialized Fields
6. Organizational Leadership and Governance Based on Good Governance Principles

the Monitoring, Inspection, and Performance Evaluation Guidelines of Suan Sunandha Rajabhat University for the Fiscal Years 2025-2026.

METHODOLOGY

Performance of duties under the framework for monitoring and evaluating annual operational plans requires a sound understanding of relevant criteria, methods, and operational guidelines. This knowledge must be applied effectively in practice to achieve successful outcomes. Quality tools, in accordance with the Monitoring and Evaluation Guidelines for the Fiscal Year 2025, as well as related documents, support this process.

Population Group

The population in this study consists of staff members of the Office of Academic Resources and Information Technology, Planning and Quality Assurance Division, totaling five personnel.

Research Methodology

The study employed document analysis as the primary method of data collection, drawing on operational documents such as the Strategic Plan, the Annual Administrative Action Plan for Fiscal Year 2025 (October 2024 – August 2025), and relevant administrative documents of the Office of Academic Resources and Information Technology, Suan Sunandha Rajabhat University.

This study applied a descriptive research design consisting of the following steps:

1. Preliminary Study

Relevant documents, policies, and existing monitoring and evaluation guidelines of the university were reviewed to understand current systems and procedures.

2.Data Collection

Data were collected from five officers of the Planning and Quality Assurance Division through questionnaires, operational record forms, and related documents.

3.Data Analysis and Synthesis

Descriptive analysis was used to summarize existing problems, challenges, and recommendations from staff members.

4.Manual Development

The operational manual for monitoring and evaluation of action plan implementation was developed by defining clear procedures, methods, tools, and templates.

5.Verification and Evaluation

The developed manual was tested by staff to evaluate its appropriateness, clarity, and practicality for actual implementation.

The content is organized into four key areas:

- Objectives of monitoring and evaluation
- Monitoring and evaluation methods
- \Calculation of evaluation results
- Definitions of terms used in the evaluation
- The monitoring framework covers eight operational areas as follows:
- Monitoring and Evaluation of Administrative Performance (KPI/GPF)
- Planning and Budgeting
- Annual Agenda Projects
- Knowledge Management (KM)
- Risk Management
- Monitoring and Evaluation of Administrative Performance (KPI/GPF)
- Educational Quality Development (EdPEX)
- Projects under the operational plan

Scope of the Study

Office of Academic Resources and Information Technology, Suan Sunandha Rajabhat University 1 U-Thong Nok Road, Dusit District, Bangkok 10300, Thailand

Study Period

October 2024 – August 2025

Data Analysis

The study utilized focus group discussions with the Planning and Quality Assurance Division to establish operational guidelines for monitoring and evaluating performance under the annual operational plan. The purpose is to support personnel in improving the quality of monitoring and evaluation processes to ensure alignment with established goals and objectives.

Objectives of administrative performance evaluation:

To assess the outcomes of administrative operations compared to predetermined targets, particularly focusing on outputs and outcomes. The evaluation process includes the following components:

Monitoring of operational performance:

The Office of Academic Resources and Information Technology, requires all units to report monthly progress on the implementation of various operational plans. Each unit must record performance results and supporting evidence in the Performance Monitoring and Evaluation System (www.erp.ssrु.ac.th) every month.

Additionally, units are required to prepare formal performance reports according to the prescribed formats for both the 6-month and 12-month reporting periods. All reports must be submitted within the timeframe established by the university upon completion of each month's operational cycle.

1) Evaluation

(1) Review of Information and Documentation

This includes the examination of documents and evidence such as:

- ☐ Annual performance reports based on the operational plan
- ☐ Supporting documents and evidence, including meeting minutes, appointment orders of working committees, approved operational plans, and photographs

(2) Recording of Data in Unit Operational Record Forms

This involves documenting information related to:

- ☐ The storage and maintenance of documents/data
- ☐ The involvement of senior management in the unit
- ☐ Database systems, which must take into account several key factors:

Accuracy:

- ☐ Use of standardized forms and clearly assigned officers responsible for reviewing data before and after storage
- ☐ Officers responsible for verifying information with data owners on a monthly basis

Credibility:

- ☐ Clearly identifiable data sources
- ☐ Ability to verify information with the originating unit
- ☐ Systematic data storage with assigned responsible officers

Timeliness:

- Frequency of updating information in the database whenever changes occur

Auditability:

- The higher education institution must be prepared to allow authorized committees, government agencies, private sectors, and the public to examine the information at any time
- Stakeholders must be able to access and review the data

2) Calculation of Evaluation Results

The evaluation of administrative performance based on the performance agreement uses different calculation methods according to the nature of each indicator. Results are categorized into scoring levels, with details and examples provided as follows:

RESULTS

The study found that:

1. The developed operational manual provides a systematic and clear process for monitoring and evaluating the action plan, including step-by-step procedures from planning, data collection, reporting, to evaluation summarization.
2. Personnel share a consistent understanding of work procedures and can substitute for one another without confusion.
3. Implementation of the manual reduces working time, increases operational efficiency, and minimizes non-systematic errors.
4. New personnel can easily learn and begin performing their duties correctly using the manual as a guide.
5. The monitoring and evaluation system now better aligns with the university's strategies and key performance indicators (KPIs), leading to improved quality and effectiveness of the office's overall operations.

CONCLUSION AND FUTURE WORK

1. The developed operational manual should be implemented across all divisions within the Office of Academic Resources and Information Technology to establish a unified operational standard.
2. Training and orientation sessions should be provided for all staff levels to ensure proper understanding and application of the manual.
3. The manual should be reviewed and updated annually to reflect policy changes and the evolving strategies of the university.
4. Future research should evaluate the long-term outcomes of using the manual by measuring quantitative indicators such as task completion time, user satisfaction, and performance quality.

ACKNOWLEDGEMENTS

I would like to express my sincere thanks to Suan Sunandha Rajabhat University for invaluable help throughout this research.

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