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CANADIAN FORCES COLLEGE / COLLÈGE DES FORCES CANADIENNES

CSC 32 / CCEM 32

EXERCISE NEW HORIZONS

**WHAT COMPETENCIES ARE REQUIRED IN THE INFANTRY CORPS OF
THE MODERN ROYAL THAI ARMY**

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ABSTRACT

Competency is an underlying characteristic of an individual for other people to forecast behaviors and performance in a given situation and job. Therefore it is a basis in understanding behavior and the ability of performance of duties of the individual. This paper examines the infantry competencies of the Royal Thai Army (RTA).

This study begins with the overview on the importance of this issue and shows the methodology, reference to documents, interview and survey , as well as tools. Secondly, review the literatures, which are relative with this essay. Thirdly, is the study of the present competencies of infantry battalion specifically 2nd Battalion 9th Regiment. Lastly, this study analyze and designate infantry competencies. It has 3 steps for designation: the designation of unit competency; conduct of two surveys, first survey is surveying 7 leaders with a set of 40 questionnaires, second survey of the farther 146 leaders; designation of 4 infantry core competencies.

This paper concludes that infantry core competencies are loyalty, responsibilities, leadership and conducts according to the soldier's rules . This paper suggests that Royal Thai Army should be concerned with Army personnel knowledge, increasing motive in job performance, reorganize with personnel management, and improve and update rules and regulations. However, this survey has a short time, personal judgment and knowledge. Anyone who wishes to improve this survey should add the number of respondents.

CHAPTER 1

INFANTRY COMPETENCIES STUDY

Importance of the issue

Armed Forces have important roles for the stability of the nation, with duties according to Article 5 section 72 of the constitution of the Kingdom of Thailand. It said that Thailand had Armed Forces to protect the stability of country, The Royal institution, the beneficiary and democracy for the country with the King as the head of state; also, for the country development to help the population.¹ Armed Forces continually prepare manpower as regular forces and non-regular ones as visible or non-visible power. At present, Armed Forces policies are based upon the stability of the nation. The Royal Thai Army (RTA), with infantry, is the core of national defense. Infantry is the basis of all units, if necessary, all units has to conduct warfare in the manner of the infantry. For these reasons, competencies of infantry must be continually developed and improved in such as warfare efficiency, knowledge, weapon development and technology. However, the infantry has yet to develop the core competency, which involves supporting personnel in order to achieve the goals. It is agreed that the combat troops that yield closeness the most is at the battalion level. Therefore, this study will deal with the Core Competency of Infantry that is at the battalion level.

This study will examine infantry Core Competency. This paper will be presenting in 4 chapters. This paper will begin by showing methodology as well as tools. It will review the studies of reference documents, which are relative with this essay. Next, it will then review the competencies study of present infantry battalion. Lastly, it will designation of competencies and analysis. It will be summary of survey and suggestion to improvement if this survey show that any factor will be problem for RTA and it will conclusion that what are forming of the Infantry core competencies.

¹The Parliament of the Kingdom of Thailand, “1997 The constitution of the Kingdom of Thailand ,Chapter 5 - General Government policy, Article 72,” <http://www.parliament.go.th/con40/sec-5.htm>; Internet; accessed 1 December 2005.

Aims of the study

1. To study the Core Competency of Infantry
2. To suggest in order to achieve the Core Competency of Infantry

Expected benefits

1. To benefit commander and member of the units with Core Competency for its success.
2. To benefit researcher in infantry Core Competency for improvement and development study.

Scope of the study

This is a study of infantry Core Competency. The study was done on the 2nd Infantry Battalion of the 9th infantry Regiment, who is subordinate of the 9th Division. The study period is from November 2005 to March 2006.

Methodology and tools

The studies and data collections are done in the following manners:

1. Studies of reference documents
2. Questionnaires and answers
 - 2.1 Interviews the Battalion commander
 - 2.2 Survey the non commissioned officer (NCO) and commissioned officer from Corporal to Major
 - 2.3 Designing questionnaires and survey
3. The evaluation and selection of Core Competency, percentage analysis of the data, gathering and comparing to theoretical value and suggestion for improvement.

CHAPTER 2

STUDIES OF REFERENCE DOCUMENTS

As mentioned in chapter 1, this paper will study the reference documents. It will study by administration book, military document and relative paper. According to Lyte M. and Signe M. Spencer, Competency is individual ability (underlying characteristic) lying deep inside that enable the person to foresee situations, therefore it is the basis in understanding behavior and ability of performing duties of the person.² Competency comprises of 5 importance factors:

1. Motives: a power within one's mind that affects individual's actions that will mobilize action of an individual towards or away to and from the goal.³

2. Traits: the characteristics of an individual responding to any situation that manifest through knowledge, co-operation with others and keenness for that situation.⁴ According to Lyte M. and Signe M. Spencer. Traits affect success in performing work.⁵

3. Self Concept: is out look and imagination of an individual that result in motivation, that can be use to foresee the other's actions instantaneously or within a short term.⁶

4. Knowledge: is an individual's collected data and personal expertise, such as the abilities in sailing and maritime operation of naval force personnel. Meanwhile, civilian sailors are incapable of conduct maritime operation without the knowledge in that regards. For this reason, knowledge is the basis in determination of personal actions in the future.⁷

² Lyle M. and Signe M. Spencer, *Model for Superior Performance: Competence at work* (New York : John & Sons, Inc., 1993), 9.

³ Somrak Wonghataipisan, "competency – base management a study of Shinnawatra Group officers' attitudes," (master's Thesis, Kasetsart University, 1999), 16.

⁴ Ibid..., 16.

⁵ Lyle M. and Signe M. Spencer, *Model for Superior Performance: Competence at work ...*, 10.

⁶ Ibid..., 10.

⁷ Somrak Wonghataipisan, "competency – base management a study of Shinnawatra Group officers' attitudes," ..., 16

5. Skill: is an individual's abilities to perform work: in physical aspect, thoughts, and mental aspect: to be able to analyze and applying knowledge to solve complicated problems.⁸

David Mc Clelland believes that social role is an important component of competency. This means that an individual needs to indicate his or her role or duties in the sociality.⁹ For this reason, infantry competency is base upon the duties of the infantry in both peaceful and war times according to the targets and the vision of the RTA that need to be developed and achieved as per its missions.

The vision of RTA 2017 that it is an important and powerful mechanism for the protection of the country's security, religion, Royal Institution, citizens and national benefit. This includes the country's development so to be secure and lasting. The RTA is agreed upon to be a dignified and credible armed force that citizens rely on.¹⁰

The two important mission of the RTA

1. "Preparation and development of the Army Forces, helping and support, on land, other government services: peacetime readiness to flight internal or external aggressions. This includes ability to perform military operation and military other than war, to develop efficiently the readiness structure, the continuity of warfare and modernization."¹¹

2. "The employment of the readied forces to defense the kingdom from external and internal threat, to protect the Royal institution and the country's interest, to protect

⁸ Lyle M. and Signe M. Spencer, *Model for Superior Performance: Competence at work ...*, 11.

⁹ Charumporn Pratomboon, *Competence: Develop excellent officer for justice system to govern* (Bangkok : Develop personal justice system to govern Center, 2004), 4.

¹⁰ Royal Thai Army, "Royal Thai Army vision 2017," http://www.rta.mi.th/data/pdf/ARMY%20VISION_1-40.pdf; Internet; accessed 24 December 2005, 22.

¹¹ Ibid.... , 22.

internal stability and the country's peace, to develop the country and to assist the government and citizen to solve national problem in many different ways.”¹²

“The mission of the infantry is to seek out, close with and destroy the enemy by fire and maneuver and to repel the enemy's assault by fire, counterattack and close combat.”¹³

Therefore, according to the vision of the RTA 2017, the missions of the infantry are not only in wartime or fighting. The study of the value of the RTA other than vision and missions, there are basic principles, traditions of the infantry according to quote of virtue, i.e. “virtue is a principal of all what the Army is and does, the RTA is an institution of the citizen with one and lasting virtue. This virtuosity must be possessed by all officers, NCO, private and civilians, male and females that comprise the RTA. This virtue enables it to focus on supporting the forces in warfare, to solve problems in other mission that are not involve in warfare. The officers develop and maintain the structure in the armed forces so that soldiers and civilians perform in correct manners, by conducting to subordinates in the way they should be conducted to and encourage them to perform what they will able to do.”¹⁴ There are 7 virtues of RTA; as the following:

1. Loyalty
2. Duty
3. Respect
4. Selfless - service
5. Honor

¹² Royal Thai Army, “Royal Thai Army vision 2017,” http://www.rta.mi.th/data/pdf/ARMY-%20VISION_1-40.pdf; ..., 22.

¹³ Thailand, Infantry School, *Field Manual 7-8, Air – Land Battle* (Prachupkirikhan: Infantry Center, Fort Thanarat, 1999), 2.

¹⁴ Artillery Center, “Characteristic of Artillery Corps,” <http://dop.rta.mi.th/Career%20management/Chapter12.htm>; Internet; accessed 24 December 2005

6. Integrity
7. Personal courage

CHAPTER 3

COMPETENCIES STUDY OF PRESENT INFANTRY BATTALION

As referred in chapter 2, competency is individual ability that different perform will increase varying. Infantry battalion comprises of comprises conscript private, NCO and officers with different make up of physical mental and knowledge aspects: thus resulted in difference in individual competencies. The difference in competencies should be studied, as categorized by David Mc Clelland, Lyte M. and Signe M. Spencer, as the following: motives, knowledge, skill and social role, according to individual imagination competencies and traits that will be known though the examination since they are so personal.

By interviewing the battalion commander, Lieutenant Colonel Wutichai Nagewanich, the motives of the soldiers of the 2nd Infantry Battalion of the 9th infantry Regiment. The rights that the soldiers should be given and to be additionally furnished are as the following:

1. The soldier living within the Surasri Military resident or Surasri Fort, 9th Regiment 9th Division, will have low price tap water system; the electricity cost will be reduced according to right of the official and ranks in the RTA.

2. Places for traveling in the Surasri Fort and within the Kanchanaburi province, e.g. Surasri Fort zoo, paintball shooting field, water cycling, Public Park in Surasri Fort, Saiyok Fall and trip float bamboo downstream in river Kwai.

3. Pre-school child development center for children, 1 year to 4 years, of the military personnel's families at the reasonable fees, this includes allowable cost for clothing of the children.

4. Surasri kindergarten for children of military personnel to save on their expenditure and traveling time.

5. Surasri hospital is established for family and public health cares where officials can reimburse the expense according to their rights.

6. Lunch program at reasonable cost for lower rank officials of the 2nd Infantry Battalion at the cost of 5 baths (approximate 0.15 Cdn.) per person per day, so to reduce the expenditures of the military personnel.

7. The establishment of Post Exchange within 2nd Infantry Battalion to sell merchandises at the reasonable prices to force members and their families.

8. Encouragement for the 2nd Infantry Battalion members who wish to have their own homes after the service, this consideration is within the Army policies, at a cost according to the individual's income and with a loan for the purpose. This matter will be considered by the Commander of the Division in regards to the amount existing loans and debts.

9. Encouragement for the 2nd Battalion members and their families to have supplemental careers.

10. The 9th Infantry Regiment has the program to furnish reasonable cost filtered water and ice for the use and to benefit health of the members and their families

11. Having the rights to common privileges for the Armed force officials, such as

a) Salaries, subsistence allowances and bonuses such as the additional monies for after the 8 months of fighting wars abroad, or injuries or for operations in risky areas.

b) Quarter and subsistence allowance and transportation expenditures while conducting official businesses.

c) Monies given upon retirement from the service, such as special package for permanent injuries and retirement pension or lump sums. For the personnel contributing to the retirement funds will receive benefits from such contributions.

12. The officials that are member of the Army's Co-op Saving plan will be able to get loans for the amount contributed monthly from the salaries.

13. Officials of the Army will be able to purchase goods from the Army Post Exchange of the Army Special Service Department and pay by installments, that which may be deducted from the monthly salary.

The second aspect of competencies for infantry soldier is skill and knowledge which will be reviewed that the RTA will be developed using curriculums such as:

1. Basic private soldier course, which provides training for new privates, is given in ten weeks.

2. Military occupational specialty (MOS) training course, which provides training to assign special tasks for new private who success basic private soldier course, for example, riflemen will have skill with using rifle. Signalmen will have expertise in communication, receiving and sending information.

3. Field training exercise at different basic levels such as in squad, section, platoon and company, after which, they will fill in their positions and duties.

4. Field training exercise at the infantry battalion level, which is an annual training for platoon, company and staff of battalion

5. Annual firing training, which is increase firing skill and testing weapon utilizations at all level.

Normally, Leaders in battalion, fire team leader to battalion officer, must graduate in military institutions, such as:

1. The NCO school, for basic level leader. Such personnel will be fire team or squad leader. The fire team or squad leader has been trained and educated in all facets of infantry so that, after graduation, will have ability in the service to fight enemy as infantry when required to.¹⁵

¹⁵ Army Non Commission Officer School, "Army Non Commission Officer School objective," <http://www.nco.mi.th/aim-education.htm>; Internet; accessed 12 January 2006.

2. Chulachomklao Royal Military Academy(CRMA) ,”which has educated and trained the army cadets to meet the preferable characteristics of an army officer that is an exemplary officer with good leadership, disciplines, army traditions , basic military skills at the level of platoon leader and adequate academic background at university, engineer or science and art branch”.¹⁶ However, CRMA also educates NCO to become officers to further their knowledge for new duties.

3. Command and General Staff College educated and trained officers for staff and command duties. Officer students are employing as deputy battalion officers, battalion officers, operation staffs in Regiment, general staffs in Divisions to Army headquarter.¹⁷

4. Pramongkutklao College of Medicine and Department of Medical for the RTA also educate members of Medical units of the Army.

5. The Financial school educated officers and NCOs for the financial corps.

6. Infantry Center educated and trained infantry soldiers in such as Basic NCO course, Advance NCO course, Operating NCO course, Logistic NCO course, Motor officer course, Mortar course, new officer orientation course, Officer basic course and Officer Advance course.

7. Special force Center, curriculums such as airborne, ranger and special force are taught, but open to applicants from within the RTA.

Monthly morality instruction is also invites monk, chaplain and instructor. It has response of operation staff (G3) to develop and maintain moral and ethic.

All other courses other than what are required for the soldiers, such as other civilian courses, for examples, a bachelor degree to a doctorate degree or others. They are

¹⁶ Chulachomklao Royal Military Academy, “Chulachomklao Royal Military Academy Objective,” <http://www.crma.ac.th/academic/>; Internet; accessed 12 January 2006.

¹⁷ Command and General Staff College, “Command and General Staff College Objective,” <http://www.cgsc.ac.th/cgscroot/index.php>; Internet; accessed 12 January 2006.

response of individual payment by permitting leave, without or within business time, with RTA.

The third aspect of competencies for infantry soldier, in ideal of David McClelland, is social role. As previously mentioned, army soldiers have duties with according the constitution of the Kingdom of Thailand and RTA mission. This has led to believe that soldiers play important roles in the society and Thai population have confident RTA and military role because RTA is sacrificial organization and soldier have honor and rank.¹⁸ However, society has changed and military profession has declined in its importance since the end of the Cold War: and international conflicts have found the better way in resolving them: and for these reason the civilians can not fully realize Army's roles in peace time which leads to decline of support in RTA mission.¹⁹ Other factors are of social economy, that it is important to increase income, favoring in independent careers, the increase of private organization that leads to greater amount of income, and improve welfare services such as social insurance for health care, unemployment insurance and different types of saving plans for workers.²⁰

Considering the competency factors, as mentioned, of the 2nd Infantry battalion, of the 9th Infantry Regiment, which is the battalion that motivates the forces to conduct their duties and continually increase levels of military skills and knowledge for the personnel that also have their important roles in society.

CHAPTER 4

¹⁸ Royal Thai Army, "Royal Thai Army vision 2017," http://www.rta.mi.th/data/pdf/ARMY-%20VISION_1-40.pdf; ..., 21.

¹⁹ *ibid* ..., 22.

²⁰ Tor tahorn, "Motivation and military man," http://www.tortaharn.net/contents/index.php?-option=com_content&task=view&id=67&Itemid=1; Internet; accessed 12 January 2006.

DESIGNATION OF COMPETENCIES AND ANALYSIS

As mentioned in chapter 1, this paper will study by three steps in designation of main competencies.²¹

Step 1: in designation of unit competency; vision and mission, must be known; as per mentioned in the RTA visions and mission, such as infantry mission, the RTA virtues. But since the infantry does not have its own set visions and its duties in peacetime, the Army's virtues are currently being adopted.

Step 2: these survey of leader at different levels are conduct at the infantry battalion level, which is at the middle unit of the infantry corps. It is the closet level to the working personnel. Seven basic and intermediate level leaders' opinions have been surveyed to give opinions regarding quality, characteristics and factors that will result in success while performing duties. This will lead to a survey of the further 150 leaders in the future.

However, the set questionnaires in the step 2, is to follow the 5 steps of competency survey according to principles set out by Lye M. and Signe M. Spencer. This however is still based upon the Army virtues and mission. The questionnaires are divided into 2 sections. Section 1 part 1 is a basic data of the officers being surveyed. Section 1 part 2 is the survey that allowed choosing only one of the questionnaires to be answered. Section 2, the 40 questionnaires have to be answered. The detail of the questionnaires is in the Appendix 1.

2.1 According to the survey of the designation of competencies, of the 7 leaders; as per the Appendix 1, is concluded as the following:

As regards to visions, the following elements are: loyalty to his majesty the King, courageous, honesty, good relationship with co-workers, health and ability to perform duties in all conditions, leadership and discipline.

²¹ Narongwit SangThong, *Competency: Solicit to learning Competency* (Bangkok: Human Resource Center Ltd., 2004), 20.

As regards to motivations, the following elements are: improve motivation; salary has effective for motive, confidently combat mission by new weapon or technology.

As regards to knowledge, the need to learn English language, knowledge of ones own duties in both military and civilian concerns and also the anxiousness for learning additional knowledge.

As regards to skills, ones must understand ones' own duties, always in good co-operation with others or work mates as a team to input new and different ideas with creativity in personal and duties planning.

As regards to traits, the following elements are emotional control, building of loyalty for subordinates, decision making, decisiveness, self responsibility and that in ones owns duties.

2.2 As per the Army's Visions concern personal management strategy with decentralize participative management, disciplines and military ethics, moral principle and ethical behavior, high-quality value, good management and improve job systems and the Army's duties; the following has been added as in the questionnaires: visions and selflessness or sacrifice.

Step 3: For the gathering of the results and selecting core competencies, the Statistical Package for Social Science (SPSS) program has been used and resulted as in percentages; and afterward the highest number of the result will be selected and will be grouped according to 5 factors according to Lyle M. and Signe M. Only 4 – 5 main competencies will be selected according to the relationship of issues with only exception for the specific competencies that will directly affect the abilities of personnel to achieve their goals.

Analysis of the infantry Competencies

From the study of the basic competencies for the infantry battalion, it is found that motives, knowledge, skills, and social roles have been developed systematically. Soldiers have been accepted of its importance in Thai society. This includes its readiness to perform duties according to Thai constitution.

Three main methods have been used to analyze competencies of the infantry.

1. The study was done by interviewing the battalion commander regarding his views of competencies in nowadays. It also includes the survey of leaders at basic and intermediate level of the infantry battalion, so to designate competencies at the level 2 survey. It also studies the results from the data collection, and to compare with theoretical principles, to see any differences, if any.

2. the study via questionnaires, in an analysis manner, by making random sampling from 150 leaders from corporals to higher rank commanders levels of the infantry battalion; this, by using sample random sampling with designated points, i.e.:

Highest = 5 points	high = 4 points
Moderate = 3 points	somewhat = 2 points
Very little = 1 points	

The following intervals have been established

Highest = 90 percent or above	high = 80-90 percent
Moderate = 70-80 percent	somewhat = 60-70 percent
Very little = 50-60 percent	

3. Study of the related references

Conclusion of the Infantry Competency survey

In survey of 150 leaders, 4 of them did not respond in section 2, which translated into 97.3 percent of reliability. The conclusion is therefore derived from 146 leaders. Also,

since only 4 -5 competencies, that the infantry should have, are being determined; this survey is required to organize points from the highest to lowest and then discard the less important point groups. The result of the survey indicates 27 items with 80 percent interval or higher. The details are shown in Appendix 2

The conclusion of survey finds that competencies should be classified into 4 groups, as following:

Group 1. Loyalty: the result of the survey indicates the infantry soldiers see the importance at the highest level of loyalty to the Royal institution with the 91 percent level. The loyalty to the Royal institution is still a duties indicated in the Thai constitution, it is the first virtue that the RTA indicates its utmost importance. The Royal institution has a long and parallel history with the country since ancient time. However, the loyalty to the Thai country as indicated in the constitution, that soldiers have duties to defense the Kingdom from internal or external threats. Therefore, the loyalty to the country will also be including.

Group 2. Responsibility; is what all soldiers should have for success of their mission. “Responsibility is meaning individual characteristics of focusing on their present duties including ones own and the sub-ordinates well-beings. This also includes participation in the fullest manner with the society to succeed the goals within the required time period. Ones must be responsible for ones own good or bad results and also finding improvement at work. This also includes participation in the fullest manner with the society to succeed the goals within the required time period. Ones must be responsible for ones own good or bad results and also finding improvement at work.”²² Soldiers are also to be responsibility in society, to perform ones own task diligently and with cares and skills and consider that self-benefits are not main purpose in military duties. Soldiers must

²² Werawat Uthairat, “Role, duty, responsibility and authority of commander,” <http://www.moe.go.th/wijai/job%20of%20administrators.htm>; Internet; accessed 12 January 2006.

uphold duties and honors and the importance of the nation's interests.²³ The survey indicates that the importance of job execution knowledge position 86.534 percent and the responsibility for one's own duties position 84.267 percent. Therefore, responsibility has become one of the important competencies for infantry.

Group 3. Leadership: The meaning of military leadership includes the art of motivation, commander and administration that enable the completion of the tasks. This involves true obedience and confidence so to complete the tasks.²⁴ Infantry soldiers usually involve in close combat situations, the forces in all levels must be able to perform other's duties as well; that one should be able to perform tasks of a rank higher than one's own. A private class soldier can even perform duties as a fire team leader. Thai military has 12 competency characteristics of military leadership, i.e. honesty, loyalty, selflessness, morally sounded, justness, having knowledge and ability to perform tasks, leadership and credibility, bravery, decisiveness, emotionally sounded and endurance, good judgment, appropriateness and well poised. The result of the survey indicates that giving or selflessness resulted in 84.934 percent of the importance that leads to completing tasks, while emotionally sounded resulted in 84.534 percent. Decisiveness in carrying out duties in battlefield resulted in 84.534 percent, while morally sounded resulted in 84.267 percent. The result of between 81.2 – 84.8 percent of the subjects surveyed is for the characteristics such as team work, reliability, visionary, honesty and bravery, believed that these characteristics can have effects to the result of tasks being performed. Leadership, therefore, can be considered as one of the important competencies in every level of infantry.

²³ Thailand, Command and General staff college, *Ethic for staff and leadership*, (Bangkok: Command and General staff college, 1999), 6

²⁴ Thailand, Infantry School, *Military leadership*, (Prachupkirikhan: Infantry Center, Fort Thanarat, 1980),1

Group 4; Obeying according to laws, rules and disciplines: Military unit is considered to uphold sets of rules, disciplines and laws. Disciplines are the heart of soldiers, without which soldiers can become dangerous since there is weaponry available for their uses. Obeying rules and disciplines can guarantee success of military tasks, since well conduct troops can fight warfare efficiently.²⁵ The survey resulted in 85.334 percent for this competency. However, when surveying the effect of rules or regulation that can affect the task performance of soldiers, the percentage has decreased 2.8 percent. According to the Army Visions, some of the rules are treats to the tasks of the Army²⁶, the strategy of the Army is such that changes and modifications of such rules so to enhance the task performances²⁷ so that the performances according to the rules and regulations are the competencies that soldiers should have.

Suggestion

1. Since there is a measure from the survey of 77.6 – 78.8 percent, by the forces, that knowledge for infantry, or acquiring of special knowledge such as in communication, affect the task performances; but meanwhile, only 71.6 percent – the lowest score- see that task performances, in the fields or trainings; can be influenced by studying text books. This is indication that the score for the importance of basic knowledge is less than that of leadership and decision making; shows that text book learning is not so importance. This can lead to the reduction of progress for the Army. At present, ones should admit that military instruction books are to be based upon or adapted from those in other countries that are technologically advanced and good management systems. Including to summary in section 1 part 1, which educations are graduation in lower high school and high school by 83.8 percent. According to survey in section 1 part 2, which

²⁵ Major General Supreecha kamalad, “Ethic, moral and military etiquettes,” <http://zipgun.rtafa.ac.th/~military/files/rule.php>; Internet; accessed 12 January 2006.

²⁶ Royal Thai Army, “Royal Thai Army vision 2017.” http://www.rta.mi.th/data/pdf/ARMY-%20VISION_1-40.pdf; ..., 19

²⁷ Ibid.....,27

opinion with knowledge for career is most importance by 10.9 percent. This survey suggests that RTA should be interest with subordinate knowledge.

2. Motives in job performance should be increased in both financial and non-financial means, for example in the monthly salary, especially for privates and basic commander levels that are earning low salaries. Other motivations also include honoring via public announcement and different financial benefits.

3. RTA would be reorganize with personal management in the section 1 part 1, which shows that RTA has a problem at battalion level. This research found that soldier in 2 generations, 20-30 years and 40-50 years, was sump up by 83.5 percent. Military experience between 1-10 years is 57.8 percent. This is indication that RTA will has problems with personnel management next 20 years.

4. The Army should improve and update rules and regulations and ready for continually changes. This should include the necessary to change outdated command procedures so to the goals according to the planned Army's visions

Conclusion

Principal competencies for the Army's Infantry should include loyalty, responsibilities for ones' own tasks, leadership and conducts according to the soldier's rules. This will enable the organizations to reach their goals. However, this survey was done within a short period of time utilizing the surveyor's abilities and knowledge to look for principal competencies. Some discrepancies may be found, but can be further improved; for example, by increasing the number of individuals surveyed or further analysis of the data.

Appendix 1: first survey

Rank-Name Maj. Pakorn Last name: Plianransri

Position: position operating and training staff officer Age: 33 Yrs.

1. According to your opinion, what are the characteristics of an infantry; and what are the factors that will affect the task performances, such as knowledge, abilities, viewpoints towards the tasks, motivations, dignity, responsibilities, etc?

- 1) Knowing and understanding the task.
- 2) Focusing in performing the task within the required period of time, for the commander.
- 3) Punctuality
- 4) Paying attention to tasks and results
- 5) Qualification and maturity
- 6) Bravery, accepting truths
- 7) Knowing oneself
- 8) Honesty
- 9) Reasonable, admission of one's own fault and do not blame others
- 10) Reasoning, creative

2. What are the 5 characteristics that an infantry or Thai soldiers should have?

- 1) Allegiance to His Majesty the King
- 2) Sounded mind
- 3) Honesty
- 4) Bravery
- 5) Conducting duties at best and with all abilities

Rank-Name Lt. Sorayuth Last name: Saianand

Position: rifle platoon leader Age: 26 Yrs.

1. According to your opinion, what are the characteristics of an infantry; and what are the factors that will affect the task performances, such as knowledge, abilities, viewpoints towards the tasks, motivations, dignity, responsibilities, etc?

1) Ones must have knowledge, abilities, for tasks that are responsibilities, with stage-by-stage planning before starting the task and to know the point of completion of that task.

2) One should be creative in order to do quality work quickly. The most important factors are aptitude and favor for the job. If personnel have an aptitude and like the job; there will be development and new ideas input for the task.

2. What are the 5 characteristics that an infantry or Thai soldiers should have?

- 1) Knowledge and abilities for the duties
- 2) Having new and different ideas and not afraid to show them
- 3) Responsibility for the job
- 4) Anxiety for additional knowledge
- 5) Planning of oneself and duties

Rank-Name	Lt. Priaw	Last name:	Liangcheepchob
Position:	rifle company executive officer	Age:	27 Yrs.

1. According to your opinion, what are the characteristics of an infantry; and what are the factors that will affect the task performances, such as knowledge, abilities, viewpoints towards the tasks, motivations, dignity, responsibilities, etc?

Infantry should have the following characteristics:

1) Good knowledge in all areas, i.e. the ability to lead the Unit, knowledge of training for real uses.

2) Physically healthy to be able to perform duties at the highest level

3) Factors affecting task performances:

4) Relationship between the commander and sub-ordinates, _”looking into the eyes and knowing the other’s thoughts”

2. What are the 5 characteristics that an infantry or Thai soldiers should have?

1) Qualification of bachelor degree should be for all Corporal forces and that of master degree for all Officers.

2) Responsibility and follow code of conduct for one self and towards commanders

3) Physically healthy and to be able to perform duties in all conditions

4) Knowledge of computer and English

5) Participation in many types of training

Rank-Name	Lt. Kraisal	Last name:	Kumvichian
Position:	rifle company executive officer	Age:	29 Yrs.

1. According to your opinion, what are the characteristics of an infantry; and what are the factors that will affect the task performances, such as knowledge, abilities, viewpoints towards the tasks, motivations, dignity, responsibilities, etc?

1) Physically and mentally sounded, for being infantry that are required to move on feet and performs close combat with enemy. The infantry should have excellent physical conditions, mentally sounded and does not afraid of hardship.

2) Infantry should have good knowledge of weaponry, warfare, duties, psychology, learning and manpower utilization.

3) Infantry should keep oneself up to date of current events, and have knowledge of force employment, regulations in different areas of tasks.

4) Infantry should possess bravery, both in danger of warfare and making change and conduct righteously, even if in conflict with the majority of people.

2. What are the 5 characteristics that an infantry or Thai soldiers should have?

1) Moral

2) Honesty and righteous behavior

3) Bravery

4) Leadership

5) -

Rank-Name 1MSGT. Sorayuth Last name: Saianand

Position: machine gun squad leader Age: 48 Yrs.

1. According to your opinion, what are the characteristics of an infantry; and what are the factors that will affect the task performances, such as knowledge, abilities, viewpoints towards the tasks, motivations, dignity, responsibilities, etc?

Infantry is the force unit that employs physical strength, specialized knowledge and warfare abilities. The factors that influence the task performance are such that the commander should not underestimate the ability of sub-ordinates and that will affect them emotionally. Sometimes, the sub-ordinates have been placed to perform tasks that are not in the field of their expertise, which can lead to little success. Infantry should build credibility for the forces, with dignity and responsibility. Ranking should be based upon qualification and seniority. Ability and dignity should not be determined by ranks and status. One must also learn from experiences and fellow workers.

2. What are the 5 characteristics that an infantry or Thai soldiers should have?

- 1) The characteristics of infantry do not require to be adopted from textbooks.
- 2) An infantry should be careful in thoughts and reasoning
- 3) An infantry should mentally understand the task
- 4) Do not underestimate abilities of the sub-ordinates
- 5) Utilization of proper work force
- 6) Resistance to temptations or their effects

Rank-Name 1MSGT. Prapart Last name: Saengprajak

Position: : rifle squad leader Age: 30 Yrs.

1. According to your opinion, what are the characteristics of an infantry; and what are the factors that will affect the task performances, such as knowledge, abilities, viewpoints towards the tasks, motivations, dignity, responsibilities, etc?

- 1) Knowledgeable
- 2) Physically strong
- 3) Endurance
- 4) Leadership

Factor for success

- 1) Relationship with co-workers
- 2) Seeing other work organizations
- 3) Frequent co-operations
- 4) Praising for good work

2. What are the 5 characteristics that an infantry or Thai soldiers should have?

- 1) Abilities to speak and use English well
- 2) Having new technologies knowledge
- 3) Having up-to-date weapons
- 4) Being strong and healthy (big and tall stature)
- 5) Being clever and being able to solve immediate problems well

Rank-Name LCPL. Anusorn Last name: Supajitwatana

Position: fire team leader Age: 19 Yrs.

1. According to your opinion, what are the characteristics of an infantry; and what are the factors that will affect the task performances, such as knowledge, abilities, viewpoints towards the tasks, motivations, dignity, responsibilities, etc?

Leadership and not afraid to think through and execute tasks; being able to assess the amount and usefulness of an ongoing work, which depend upon oneself and abilities. As far as the rank is concerned, the Commander must perform according to his rank duties, as expected of by the Army. It can be concluded that infantry should use the leadership 14 factors, so that the commander becomes a leader at highest level and will favored by the sub-ordinates.

2. What are the 5 characteristics that an infantry or Thai soldiers should have?

- 1) Not being afraid to express oneself
- 2) Utilization of good thought (thinking before speaking, thinking before doing)
- 3) Being able to control emotions
- 4) Being Decisive
- 5) Understanding ones' own task

Appendix 2: second survey

Summary for infantry competency survey

Section 1: general information

Part 1: personal information

indepent variable	No.(person)	percent
1. Age		
- 20 - 30 years	77	52.7
- 30 - 40 years	23	15.8
- 40 - 50 years	45	30.8
- 50 - 60 years	1	0.7
sum up	146	100
2. Education		
- Lower than high school	17	12
- High school	102	71.8
- Bachelor's degree	22	15.5
- Higher than bachelor's degree	1	0.7
- No response	4	-
sum up	146	100
3. Military experience		
- 0 - 10 years	78	57.8
- 10 - 20 years	20	14.8
- 20 - 30 years	37	27.4
- Upper 30 years	-	-
- No response	11	
sum up	146	100
indepent variable	No.(person)	percent

4. Present rank

- Lance Corporal - sergeant	71	48.6
- Master Sergeant first - third class	6	45.2
- Second Lieutenant – Captain	7	4.8
- Major – Lieutenant colonel	2	1.4
- No response	-	-
sum up	146	100

5. Unit or job characteristic job

- Rifle company	90	62.1
- Combat support company	15	10.3
- Combat service support company	11	7.6
- Battalion headquarter	23	15.9
- Other section	6	4.1
- No response	1	-
sum up	146	100

Part 2: What is competency for infantry corps

independent variable	No.(person)	percent
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1. Your opinion ,what factor is most important for your career .		
- Knowledge for career. Example: communication	15	10.9
or knowledge from job experience		
- Military skill. Example: training performance	57	41.3
- Managing performance from headman	28	20.3
- Good behavior, vision, attitude	38	27.5
and trait colleague		
- No response	8	-
sum up	146	100

Section 2: Summary of 40 questionnaires by arrangement score from highest to lowest

List of important competencies for infantry	Important Level										
	Very little		Somewhat		Moderate		High		Highest		Sum up
	No. persons	percent	No. persons	percent	No. persons	percent	No. persons	percent	No. persons	percent	percent
Loyalty to his majesty the king	7	4.8	4	2.7	1	0.7	5	3.4	129	88.4	91.0667
knowing and understanding one's own duties well	7	4.8	2	1.4	9	6.2	29	19.9	99	67.8	86.53333
Armed forces would be maintained discipline and military ethic.	10	6.8	3	2.1	7	4.8	27	18.5	99	67.8	85.53333
Soldiers ought to sacrifice, which is important factor for them.	7	4.8	4	2.7	14	9.6	25	17.1	96	65.8	84.93333
Teamwork is necessary.	3	2.1	4	2.8	18	12.4	29	20	91	62.8	84.8
Emotional control of commander and colleagues ,that can affect the mission success	7	4.8	2	1.4	14	9.6	34	23.3	89	61	84.53333
Resolute characteristic in battle field is essential part for military operation.	8	5.5	5	3.4	9	6.2	31	21.2	93	63.7	84.5333
Soldier would be pay responsibility to one' own duty	6	4.1	3	2.1	16	11	28	19.3	92	63.4	84.26667
Every soldier must be morally sounded	7	4.8	5	3.4	12	8.3	26	17.9	95	65.5	84.26667
Trust and reliable are important factors for mission success.	2	1.4	11	7.5	10	6.8	38	26	85	58.2	84.1333
Military soldiers must be trust disciplines, which are important issue.	9	6.3	3	2.1	9	6.3	27	18.8	96	66.7	84
Commander's vision that led to the progress of the tasks	5	3.4	4	2.7	15	10.3	38	26	84	57.5	84

List of important competencies for infantry	Important Level					
	Very little	Somewhat	Moderate	High	Highest	Sum up

	No. persons	percent	percent								
Co-operating that leads to success in performing tasks	5	3.4	6	4.1	17	11.6	37	25.3	81	55.5	82.8
Acquisition of knowledge in military science, as an importance factor	7	4.8	3	2.1	13	8.9	46	31.5	77	52.7	82.8
Military rules for efficiency in performing tasks	8	5.6	3	2.1	10	7	35	24.5	87	60.8	82.5333
Honesty, as an important value in the infantry	7	4.9	6	4.2	10	6.9	35	24.3	86	59.7	82.5333
Courageous is necessary for military operations	5	3.4	3	2.1	17	11.6	49	33.6	72	49.3	82.4
Confidences in leadership of the unit commander for the execution of the tasks	6	4.1	2	1.4	16	11	54	37	68	46.6	81.86667
Military technologies have effective for combat operation.	5	3.4	6	4.1	15	10.3	48	32.9	72	49.3	81.86667
Participative of subordinates for decision making has successful for develop military units.	7	4.8	6	4.1	14	9.6	43	29.5	76	52.1	81.7333
Good physical condition of infantry for warfare performance	5	3.5	2	1.4	17	11.8	49	34	71	49.3	81.46667
The leaders' abilities in managing tasks that leads to success in performance of the unit	8	5.5	4	2.8	17	11.7	38	26.2	78	53.8	81.2

List of important competencies for infantry	Important Level					
	Very little	Somewhat	Moderate	High	Highest	Sum up

	No. persons	percent	percent								
Ongoing updating and developmental as important factor	5	3.4	6	4.1	16	11	53	36.3	66	45.2	80.93333
Personal relationship and the effect on task performance	4	2.7	2	1.4	23	15.8	55	37.7	62	42.5	80.9333
Enthusiastic learning is necessary for development unit and owns self.	7	4.8	4	2.8	13	9	56	38.6	65	44.8	80.4
English language has effect for future operation.	6	4.1	6	4.1	17	11.7	48	33.1	68	46.6	80.13333
Morality and its effect on task performance	6	4.1	10	6.8	15	10.3	45	30.8	70	47.9	80.13333
The development of task organization system ought to improve job arrangement.	5	3.4	9	6.2	14	9.6	56	38.4	62	42.5	79.8667
Abilities, in performing tasks, that derived from working and colleagues	1	0.7	10	6.8	25	17.1	48	32.9	62	42.5	79.7333
Creativities of personnel that can affect task performance	8	5.5	7	4.8	18	12.3	44	30.1	69	47.3	79.6
Behaviors of Colleague that can affect task performance	6	4.1	7	4.8	21	14.5	44	30.3	67	46.2	79.2
Special military knowledge such as communication, logistic and their effect on task performance	4	2.7	10	6.8	23	15.8	47	32.2	62	42.5	78.8

List of important competencies for infantry	Important Level					
	Very little	Somewhat	Moderate	High	Highest	Sum up

	No. persons	percent	percent								
Knowledge in infantry as the basis for present task performance	10	6.8	8	5.5	19	13	46	31.5	63	43.2	77.6
Credibility of personnel within colleagues man, with regards of its importance	6	4.1	11	7.5	21	14.4	50	34.2	58	39.7	77.46667
Decentralization is importance for operation.	7	4.8	8	5.5	24	16.4	52	35.6	55	37.7	77.06667
The decision of personnel and commanders that affect task performances	5	3.4	11	7.5	25	17.1	51	34.9	54	37	76.8
Abilities in motivating that affect task performances	2	1.4	12	8.4	27	18.9	41	28.7	61	42.7	76.8
Monthly salary amount and its effect on task performance	5	3.4	17	11.7	25	17.2	31	21.4	67	46.2	76.4
Knowledge in administration with it importance for task unit	5	3.4	14	9.7	41	28.3	40	27.6	45	31	72.1333
The ability to perform filed duties, derived from studying text book	4	2.7	12	8.2	50	34.2	41	28.1	39	26.7	71.6

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