

## **Requirements of digital management as a planning decision-taking approach in social work education institutions**

**Prepared By**

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**ABSTRACT:**

Information and communication technology was nowadays an integral part of everyday life And after the modern era witnessed changes in various aspects of human life, and the tremendous technological developments and the advancement of means of communication and information technology played a prominent role in these changes, and with the advent of the Internet, and the tremendous expansion in the use of digital networks in all fields, this led to a shift from traditional methods of accomplishing Business to digital methods in the completion of administrative work.

The study seeks to achieve the following aims:

- 1- Determining the requirements for using digital management in planning decision-taking in social work education institutions.
- 2- Identifying obstacles to the use of digital management in planning decision-taking in social work education institutions.
- 3- Introducing a suggested planning vision to activate the use of digital management in planning decision-taking in social work education institutions.

The study attempts to answer the following questions:

- 1- What are the requirements for using digital management in planning decision-taking in social work education institutions?
- 2- What are the obstacles of using digital management in planning decision-taking in social work education institutions?
- 3- What is the proposed or suggested planning vision to activate the use of digital management in planning decision-taking in social work education institutions?

Also, the study attempts to test the validity of the following main hypothesis: It is expected that the requirements of digital management in planning decision-taking in social work education institutions will be medium.”

Study results: answering the study's questions, and the validity of the main hypothesis of the study was proven.

**Keywords:**

Digital management, planning a decision taking, requirements

**First: The study problem:**

Information and communication technology (ICT) is nowadays an integral part of everyday life, and after the modern era witnessed changes in various aspects of human life, and the tremendous technological developments and the advancement of means of communication and information technology played a prominent role in these changes, and with the advent of the Internet, and the tremendous expansion in the use of digital networks in all fields, this led to a shift from traditional methods of accomplishing Business to digital methods in accomplishing administrative work (Ghoneim, 2003, p. 5).

In formation and communication technology has made a massive revolution in all social sectors and information exchange has become the most important factor in developing and growing communities and it has become necessary for institutions to reconsider their tools and techniques and seek for the optimum and efficient use of information and communication technology aiming at improving it out put on the individual and community especially after modern life requirements has become heavy burden for in presenting their services educational institutions which requires using modern methods in management for taking effective decisions Hence, it was the trend toward management digital in corresponding with informational advancement and technical and converting from traditional methods to digital methods for the sake of rising efficiency at work and reducing waste of time and facilitating so communication processes among individuals (Hussein, Ahmed,2010,p.54).

Applying digital management has begun clearly in Egypt when information centres were founded and supporting decision making in the whole ministries and governorates by the president's decision number 627 in 1981(El Taamna, El Aloh, 2004, p.163).

Statistics reflect an increase in the number of users of information web (The internet). The report produced by the information and decision support center at the cabinet has shown that the number of information web (the internet) users has reached about 56.3 million users in the end of January, 2022 (information and decision support at the cabinet of ministers,2022).

The use of information and communication technology is essential in taking planning decisions in all services; This is due to its ability to store, fetch and display information, and use statistical methods in building future scenarios, and with the development in the world and the expansion of the use of accurate, fast and sufficient information technology and quantitative methods in decision- taking, the use of these methods has become something that must be taken into account, which is what the study seeks current to it (Rich, Tanks, 2004, p.43), the need for speed at taking effective decisions as there is a need for increase in institutions ability on creation and innovation. As competitive pressures make stresses and challenges over managers for finding circumstances and an atmosphere which allow showing up and supporting innovative thinking and diversity in performance. In addition, growth in communication and information technology usage has facilitated information exchange for decisions taking as the atmosphere where presidents made all decisions and inform them to lower levels has become unsuitable and characterized by incompetence (Abd el Rheem, 2007, p.7).

Decision taking processes has been done by depending on developed system of management by using computers in addition to the web role increase such as the internet which eliminated the borders among institutions which holds abilities which would lead to more of radical changes in management field in a way which is not limited to institutions practice of their works and activities through this net. But also

all facilities will change which information facilities are one of them including libraries, documentation centers and archive (Mekawy,2004, p.18).

Decision takers are an essential element in information systems, and in the case of separation between information systems and decision takers, the outputs of these systems cannot be called information, but rather as means or reports (Abdul-Khaleq, 1997, p.123).

The rapid progress in the communication network and the Internet has led to important changes in management, especially government administration and global trade. Digital communication has become available to the administration with all the information it needs, whether from inside or outside the organization across all countries of the world quickly, accurately, and at low costs. This leads to the acceleration of the transition to management via the computer screen and paper less management (Gary, 1993, p15).

Globalization has helped push governmental institutions and private organizations to try to make the most of modern technologies in the fields of computers, the Internet and communication; In order to improve quality, increase productivity and reduce costs, which paved the way for the establishment of digital management (Idris, 2005, p. 18).

The spread of digital culture and the spread of distance or on line education, mass media, media satellite channels and Internet cafes have also helped in the development of digital management methods, and it has become easier to deal with digital technology, as it is no longer required for the person dealing with this technology to obtain a university degree specialized in computers; Consequently, there is a great tendency of citizens in developed and developing countries towards digital management (Al-Salmi, and others, 2006, p. 37).

With the spread and application of the concept and methods of digital management in many organizations and societies, every country has to catch up with development to avoid the possibility of isolation and failure to keep pace with the era of speed and information. No contemporary human society can live as a closed system without keeping pace with the natural development of human life in its various dimensions (Najm, 2004, p. 24).

Digital management means moving from traditional work to informational applications, including computer networks; To connect organizational units with each other; To facilitate obtaining data and information to make appropriate decisions, accomplish business and provide services to beneficiaries efficiently, at the lowest cost and as quickly as possible, digital management achieves, in its style and techniques, many opportunities and advantages for both the contemporary organization and the modern society (Ahmed, 2004, p. 12).

In addition, it is an integrated digital system that aims to transform normal administrative work from manual to electronic mode, by relying on powerful information systems that help in making decisions as quickly and as less costly, and this results in benefits in the completion of work and assistance in decision-making

by providing permanent information in the hands of decision makers. (Tawfiq, 2003, pp. 15-17).

Digital management has brought about fundamental changes in the management methods of governmental and civil administrative organizations. Which gives priority to the transformation of the electronic form in the administration (Ayoub, 2004, p. 123).

The application of digital management is a distinct opportunity to improve performance, as it is a way to raise the efficiency of departments and employees, develop their performance, and reduce administrative burdens. And digital management works to improve the quality of work performance in organizations through the use of modern electronic methods that are efficient, effective and fast, in addition to its capabilities to confront all the problems of traditional management in decision taking (Youssef, Muhammad, 2005, p. 44).

The main reason for the spread of the use of modern digital management systems and methods is the desire of institutions to establish their feet in the field of digital business, activate digital business, and facilitate and facilitate digital transactions within a single institution, and even its relationship with other institutions (Hamed, 2006, p. 54).

And digital management, like any project that can be established or a goal that can be reached, it is necessary to provide and prepare many requirements for the implementation of this project, and for its applications to be on the ground, it needs to provide its basic requirements, and the success of digital management is linked to the need to provide a set of necessary requirements It is necessary to provide a set of human, material, organizational, software and legislative and financial requirements, and access to the provision of digital management requirements can only be achieved through an integrated and comprehensive strategic program to reengineer the operations and business of the organization (Yassin, 2005, p. 238).

Since digital management represents a full-scale transformation at concepts, procedures and techniques which tradition management is based on because digital management is a complex process and an integrated system of components that means it needs providing security, financial, human and technical several requirements at education institutions (social service educational institutions) which makes it a strategic approach to planning decisions taking for it.

From the above its clear that modern Age, the age of communication, information, technology and knowledge forced us to use modern age which impacts its stability while performing its role in the community so its urgent recessing to develop and make radical changes at its management for making effective planning decisions, therefore it's a vital request to apply digital management at educational institutions ( social service educational institutions) imposed by current cognitive, technological, economical and social circumstances, **In light of the foregoing, the study problem can be identified as follows: what requirements of digital**

## management as a planning decision-taking approach in social work education institutions.

### Second: Previous research studies

- 1- **Gary study in (1993)** aimed to identify the impact of technology on the provision of government services in the United States, and the study concluded that information technology will play an important role in pushing and creating better public services and creating better use of the network, which leads to the creation of electronic government, which establishes federal institutions Digital links between each other with a mass coaxial system.
- 2- **Idrees study in(1999)** showed that the positive attitudes of those individuals towards information technology and high-quality training in it had a positive impact on the degree of acceptance and use of information technology.
- 3- **Ibrahim study in (1999)** aimed to know the impact of the application of information technology on digital commerce in Egypt, and to find out what are the obstacles that prevent it. A lot of effort and trouble in completing transactions, and saving a number of hours a day would have been wasted in completing transactions. The private sector should participate in Internet technology.
- 4- **Gallion & Andrew study in (2000)** sought to determine the factors affecting workers' acceptance of information technology in an environment based on data provision, and a comprehensive model for this study was designed based on technology acceptance models and the theory of planned behavior in order to explain the interrelationships between those factors that affect the user in Acceptance of information technology, and the field of application is distinguished in that it deals with the use of more complex information systems within an actual organization in the field of data presentation
- 5- **Al-Iraqi study in (2000)** sought to build a model for the extent to which digital management can be applied in the tourism sector. The study concluded that the application of this system increases the advantages for tourism companies by providing the administration with the required information that increases the effectiveness of decision-making, especially related to decisions to choose markets. It also provides the company with means of monitoring and follow-up, improving the company's internal efficiency and the possibility of dealing with each tourist separately, and introducing him or her to the tourism product.
- 6- **Marakos & et.al. study in (2001)** explained the reasons that lead to raising the efficiency and quality of government services provided electronically in America. This technology requires preparatory work in organizations and a new philosophy of information management and reorientation of information systems to serve the beneficiaries.

- 7- **Stamoulis & et.al. study in (2001)** Identified the requirements for employing modern communication and information technologies, especially in government services in America, and the study concluded that the subject is not only a matter of modern technologies, but rather a vision and clear goals, like any clear strategy, and information systems need to support internal work Within the borders of the government, and customer service through a digital intervention and digital relationships that connect all groups.
- 8- **Schroeder & Curtis study in (2001)** focused on analyzing workers' attitudes towards information technology and their impact on job performance in America, and examining some determinants of trends towards the use of information technology, such as workers' expectations in terms of: ease of use, level of interest, self-efficacy, and expectations of return for the purpose of forecasting. job performance of employees, an information technology acceptance questionnaire was designed.
- 9- **Douglas study in (2002)** showed that the principles of government must be designed to create an encouraging environment for the emergence of new electronic industries, and focused specifically on small and medium industries.
- 10- **Ayoub study in (2004)** identified the justifications that motivate the application of digital management in Saudi administrative organizations, and to know the benefits that accrue to organizations that switch from traditional management to digital management. One of the most important results of the study was the use of modern technology in the application of digital management in organizations, and the improvement of human resources management, which negatively affects the job performance of employees, and leads to a decrease in productivity.
- 11- **Ahmed study in (2004)** clarified the theoretical and applied frameworks of digital management, the distinction between digital management and traditional management, the importance of digital management, its functions, methods, fields, means of digital defense, contemporary challenges of digital management and the effectiveness of its application.
- 12- **Abd allah study in (2006)** aimed at the extent to which digital management contributes to the development of administrative work, and the obstacles to its use, and to reveal the differences between the views of managers about the extent to which digital management contributes to the development of administrative work and the obstacles to its use according to the variables, and to identify the managers' proposals to activate the contributions of digital management to the development of work. Administrative in general education schools for boys in Medina.
- 13- **Al Dhafi study in (2006)** presented the most important advantages that result from the application of digital management in the General Directorate of Passports, determining the awareness of workers about the characteristics of

digital management, knowing the most important justifications that call for working in digital management, and revealing the most prominent obstacles that prevent the application of digital management.

- 14- **Hamed study in (2006)** concluded that there is a plurality of digital management methods and systems, and they cover three main levels of operations carried out by different projects, which are methods related to decision support, methods related to internal operations, the ultimate goal of applying digital management methods is to satisfy the needs of the final customer. and gain his satisfaction, and therefore there is no conflicting feature regarding the application of these digital systems.
- 15- **Al Tamam study in (2007)** identified the reality of the application of technical digital management in the Kingdom of Saudi Arabia from the point of view of members of the educational and training staff, the contribution of the application of digital management to improving the level of management of technical colleges from the point of view of members of the educational and training staff.
- 16- **El Arishy study in ( 2008 )** has tried to detect the most important helpful factors with the ability of applying digital management to educational public management at Mecca. It recommended the necessity of providing the internet service for the whole departments and sections as well as good planning for preparing officials towards transformation from traditional management to digital management.
- 17- **Cramfield & Taylor study in (2008)** has confirmed the necessity that universities have to use what is known as Knowledge Technology Management intentionally to improve administration efficiency which increases its potential to compete. It has also confirmed the necessity that high education institutions should seek doing their word at the required speed according to the current changes.
- 18- **Hussein & Ahmed study in (2010)** aimed at detecting administrative, human and financial potentials for applying digital management at South Valley Governorate and recommended the necessity of making a flexible strategic plan through making plans, assigning software, allocating budgets and initializing the infrastructure for applying digital management and working on setting regulations and legislation which criminalize the differences of digital management databases and providing suitable financial support for buying, maintaining and developing devices, software and modern techniques.
- 19- **El Shahry study in (2011)** has aimed at recognizing the impact of applying digital management to staff performance at Tabook university and it has found that it is necessary to work on providing organizational environment which reinforces optimum and effective usage of digital management.

- 20- **Abd El Naser & Quraish study in (2011)** tried to measure how far digital management could contribute in developing administrative work at Algerian high education institutions and it has come to the fact that using digital management would lead to overcome several problems which retrard process of administrative work and it recommended to take care of the infrastructure and networks which contributes to upgrade high education institutions levels.
- 21- **Abo Ashor & El Nmri (2013) study** has targeted revealing the level of applying digital management in Yarmouk University from the point of view of the university administrative teaching staff members and recommended the necessity of developing the administrative systems and legislation to coincide digital transactions. It also recommended the necessity of providing appropriate infrastructure for applying digital management through providing all required technical, human and financial potentials to support the use of digital management applications usage in the whole administrative work.
- 22- **Al Qasemi & Tayib study in (2013)** has aimed at diagnosing digital management obstacles in educational fields at private schools and came to know that financial allocations lack insufficiency is one of the most important obstacles and recommended the necessity of reformulating the educational field infrastructure of digital management to be applicable and keep up with developments, and its a must to spread digital management culture and awareness of its benefits.
- 23- **Oyedemi study in (2015)** seeks to know the administrative points of view towards using information technology and communications for effective school management. The study demonstrated the necessity of saving sufficient number from means of communications and information Technology at educational institutions and providing sufficient finance for educational institutions to join them with the internet networks for implementing digital management practically.
- 24- **Al Emary study in (2017)** has aimed at clarifying the technological factor in improving Algerian institutions quality and one of the most important study recommendations is providing security administrative supplies for applying digital management and benefit from it.

### **Third: The importance of the study**

- 1- This study matches the global and local interest in the issue of digital management imposed on the international and local arena.
- 2- The issue of digital management is one of the most prominent issues, after the transition to digital technology, and the entry of modern technology into all areas of daily life and in light of the health crises and pandemics that the world is going through.
- 3- 3- The interest of developed and developing countries - in light of the tremendous technological progress - in establishing a digital management

system that benefits the decision-making and archives it in an electronic way that facilitates access and makes it easy. Decisions based on sound science.

4- The importance of this study comes in its dealing with the issue of digital management requirements that support rational planning decision-taking, and overcome obstacles for decision-makers and decision-takers, by providing information, facilitating its circulation and archiving it electronically.

5- This study aspires to be a new scientific addition to the field of scientific knowledge in social work, opening new horizons for researchers in the field of decision-making and linking it to digital management because of its future importance in the field of social planning.

#### **Fourth: Aims of the study**

##### **The study seeks to achieve the following aims:**

- 1- Determining the requirements for using digital management in planning decision-taking in social work education institutions.
- 2- Identifying obstacles to the use of digital management in planning decision-taking in social work education institutions.
- 3- Introducing a suggested planning vision to activate the use of digital management in planning decision-taking in social work education institutions.

#### **Fourth: The importance of the study**

- 5- This study matches the global and local interest in the issue of digital management imposed on the international and local arena.
- 6- The issue of digital management is one of the most prominent issues, after the transition to digital technology, and the entry of modern technology into all areas of daily life and in light of the health crises and pandemics that the world is going through.
- 7- The interest of developed and developing countries- in light of the tremendous technological progress - in establishing a digital management system, which benefits the information industry, its formulation and archiving in an electronic manner that makes it easy to access it, and to make decisions on a sound scientific basis.
- 8- The importance of this study comes in its dealing with the issue of digital management requirements that support rational planning decision-taking, and overcome obstacles for decision-makers and decision-takers, by providing information, facilitating its circulation and archiving it electronically.
- 9- This study aspires to be a new scientific addition to the field of scientific knowledge in social work, and to open new horizons for researchers in the field of electronic work because of its future importance in the field of social planning.

#### **Fifth: Questions of the study**

##### **The study attempts to answer the following questions:**

- 1- What are the requirements for using digital management in planning decision-taking in social work education institutions?
- 2- What are the obstacles of using digital management in planning decision-taking in social work education institutions?
- 3- What is the proposed or suggested planning vision to activate the use of digital management in planning decision-taking in social work education institutions?

#### **Sixth: Study hypotheses:**

The study attempts to test the validity of the following main hypothesis: "It is expected that the requirements of digital management in planning decision-taking in social work education institutions will be medium." From this main hypothesis, five sub-hypotheses are divided as follows:

" It is expected that the administrative requirements for digital management in planning decision-taking in social work education institutions are expected to be medium."

- 1- "It is expected that the technical requirements for digital management in planning decision-taking in social work education institutions will be medium."
- 2- "It is expected that the human requirements for digital management in planning decision-taking in social work education institutions will be medium."
- 3- "It is expected that the financial requirements for digital management in planning decision-taking in social work education institutions will be medium."
- 4- "It is expected that the security requirements for digital management in planning decision-taking in social work education institutions will be medium."

#### **Seventh: Study concepts:**

##### **1- The concept of digital management:**

There are many definitions of the concept of digital management, including:

- Digital management is the use of information and communication technology systems, especially the Internet, in all administrative operations of an enterprise; In order to improve the production process and increase the efficiency and effectiveness of performance in the facility (Rahim, 2004, p.60).
- Digital management is the implementation of all works and transactions that take place between two or more parties, whether individuals or organizations, through the use of digital communication networks. (Office Quebecois, 2003).
- Digital management is the use of a mixture of technology to perform business and expedite this performance and to find an advanced mechanism

for exchanging information within the organization and between it and other organizations and customers (Ghoneim, 2003, p. 31).

- Digital management is a new management methodology based on the full assimilation and conscious use of information and communication technologies in the exercise of the basic functions of management in organizations in the era of globalization and continuous change (Najm, 2004, p. 45).

**According to this study, digital management is defined as:** the transformation of the traditional administrative work into electronic work by the social work education institutions, relying on information and communication technology; And then use it between different departments and sections, as well as between ministries and other bodies, and make the services provided to beneficiaries electronically.

## **2- The concept of requirements:**

The word requirement means something that we need and should be existed and have it (Oxford university, 2009, p.592).

It is also defined as a main requirement or need and necessary (Al Balbeky, 2007,p.779).

The requirements of digital management implementation define as saving all human, technique and material elements that help in implementing the administrative process by modern technological methods which contribute in activating digital management programs (Al shamarany, 2013, p.506).

**The requirements, according to this study,** are defined as all that is necessary and required of material, technical and administrative things, so that after providing them in the administrative process, the possibility of carrying out business with safe modern technological methods is achieved that helps the success of digital management in planning decisions taking. The requirements may be administrative, technical, human, financial or security...

### **Administrative requirements according to the study:**

- 1- It is an administrative organization for better electronic management, which requires restructuring the administrative hierarchy, and defining the limits of powers, responsibilities and duties.
- 2- Creating new departments, or canceling or merging existing ones.
- 3- Re-engineering government procedures to match the principles of digital management, especially after the introduction of digital technology.
- 4- Clarify the implementation mechanisms at its various stages, and what they require of an appropriate infrastructure for the implementation of digital management.

### **Technical requirements according to this study:**

- 1- Introducing digital methods or methods in the social work education Institutions.
- 2- Training responsible on these modern methods.

- 3- Holding lectures and seminars on information technology for all employees and departments.
- 4- Conducting and supporting studies and research related to making use of information technologies.
- 5- Launching media programs to educate all members of society.
- 6- Developing education and training systems in a way that is compatible with the transition towards digital management.

#### **Financial requirements according to this study:**

Providing material and financial support to equip the social work education Institutions with information technology, computers, programs and systems that help collect data and facilitate its exchange for planning decision -taking.

#### **Human requirements according to this study:**

It means everything related to training, developing and raising the efficiency of the human element to use information technology and digital management in the planning process of decision-taking in social work education institutions.

#### **Security requirements according to this study:**

These are the regulations and legislation necessary to protect electronic work and digital management, protect files from tampering, and issue regulations and legislation that criminalize any penetration of the digital system of institutions and organizations.

### **3- The concept of Taking a decisions:**

Sociology dictionary refers to taking a decision as a dynamic process prevails among all participants in choosing the suitable policy ( Gheth, 1979, p.218).

Taking a decision with the narrow concept defines as making a choice among the action paths, the taking a decision involves all actions which must be happen before the last choice (Al faramawy, 2005, p.266).

Taking a decision is a process of choosing an alternative among many alternative and this choice happened after a great and analytic study for all aspects of the problem that represents the decision subject (Alaqy, 2000, p.493).

Taking decisions are a process which their dimensions and Aspects spread to every step in every work any manager performs because any work that any manager perform is happened by taking decisions. These decisions may be taken according to routine to the extent which the manager Can't observe that he is taking decisions. The decisions may be very important and dangerous and require long periods, may be years of analysis and study (Ibrahim, 2002, p.56).

#### **According to the above, planning taking a decision according to this study means:**

The process of selecting the most appropriate solution or the best alternative based on the process of assessment all solutions or alternatives and in light of the situation or problem to be decided upon at social work education institutions, according to the following conditions:

- 1- with minimal effort.

- 2- The cheapest cost.
- 3- In the shortest possible time.
- 4- Which those concerned take part in it taking according to the degree of their granted authority.
- 5-The one who relies on accurate, sufficient and up-to-date data and information, and his means and implementation tools, is more effective in facing the situation or problem.

### **Eighth: The methodological strategy of the study**

#### **(1) Type or kind of the study:**

This study is one of the descriptive and analytical studies through which accurate information can be obtained that depicts and diagnoses reality and contributes to the analysis of its phenomena, which is based on the determination of certain characteristics or a situation dominated by the character of limitation.

#### **(2) The study method:**

The problem of the study played a major role in determining the appropriate method to the study.

And used the Comprehensive social survey with the Deans and chairmen of the board and vices and heads of scientific Departments as well as the heads of the administrative units and heads of administrative Departments who responsible for planning taking decisions process at Higher Institute for social work in Mansoura, Higher Institute for social work in Kafr Al sheikh and faculty of Developmental Social work at Bani Soweif, their numbers a bout (99) item.

#### **(3) Data collection tool:**

It was the mean by which data can be obtained from the field, according to the nature of the current study, and in line with the type or kind of the study and its aims and hypotheses, The study depended on applying Questionnaire form with Chairmen of the board and the deans, vices and heads of scientific departments, and heads of administrative units as well as heads of administrative departments who responsible for planning taking decision process at Higher Institute for social work in Mansoura, Higher Institute for social work Kafr Al Sheikh and Faculty of development social work at Bani Sweif university, **the study relied on designing the tool according to the following steps:**

- with reference to the theoretical heritage, the conceptual framework guiding the study, and reviewing the various references that dealt with the topic of digital management and decision- taking, whether directly or indirectly, and refer to the related studies to identify the phrases that are related to each of the variables of the study, bearing in mind that the phrases have specific meanings, clear pronunciations, and as far as possible from synonymy, repetition and compound phrases.

#### **-The validity of the questionnaire:**

#### **A- Testing the validity of the questionnaire:**

The questionnaire was presented to (10) members of the teaching staff at the Faculty of Social Work, Helwan University, and the Higher Institute of Social Work in Mansoura and Faculty of development social work at Bani Sweif university, and an agreement ratio of no less than (80%) was relied upon, and some phrases were deleted and some were reformulated. Drafting the questionnaire in its final form.

#### **b- Factorial or statistical validity:**

In addition to testing the validity, the factorial or statistical validity of the questionnaire was calculated by calculating the validity coefficient using the following equation:

The validity coefficient = the square root of the reliability coefficient.

And the square root of the stability coefficient for this study is = 0.90

#### **-The reliability of the questionnaire:**

The reliability of the questionnaire was calculated using the Spearman-Peron reliability coefficient of the estimated reliability values to determine the requirements for the use of digital management in planning decision-making and taking. The following table shows the results of the questionnaire's stability.

**Table (1) The reliability of the questionnaire using the Spearman-Bronne coefficient**

Significance	Alpha value	Standard deviation	Arithmetic mean	Dimensions of the questionnaire	NO
Significance 0.01	0.83	3.1	17.15	Administrative requirements	1
Significance 0.01	0.97	3.48	12.85	Technical requirements	2
Significance 0.01	0.96	3.47	12.83	Human Requirements	3
Significance 0.01	0.87	0.45	6.70	Financial Requirements	4
Significance 0.01	0.96	1.05	8.43	Security Requirements	5
Significance 0.01	0.91	1.67	20.67	Obstacles	6
Significance 0.01	0.91	5.80	209.46	Dimensions of the questionnaire as a whole	7

It is clear from the previous table that all the variables of the questionnaire are significance, and the dimensions of the questionnaire as a whole are significance at 0.01, and then it can be said that the degrees of the phrases achieve an acceptable level of degrees, and then the level of reliability and validity of the questionnaire on its results are achieved.

#### **4- study fields:**

##### **a- Human fields:**

Comprehensive survey for deans, chairmen of board, vices, heads of scientific departments, heads of administrative units and heads of administrative departments, their numbers about (99) items.

#### **b- Partial field:**

The study was applied on three fields represented in faculty of Developmental social work in Bani Soweif, Higher Institute for social work in Mansoura and Higher Institute for social work in Kafr El Sheikh.

#### **c-period of study:**

The period of gathering data started from July 2022 to August 2022.

#### **Ninth: The statistical tools used**

The data was automatically unloaded through the use of a computer using the (SPSS V 21.0) statistical package for social sciences, for statistical analysis of the data, and some appropriate statistical transactions will be used to answer the study's questions and test its hypotheses. These statistical transactions were as follows:

- 1- Mid-term division: to verify the stability of the study form.
- 2- Frequencies and percentages: to describe the characteristics of the members of the study community, and to determine their responses to the expressions of digital management requirements in planning decision-taking.
- 3- Weighted mean, standard deviation
- 4- One Way Anova
- 5- Q 2 test
- 6- Arithmetic mean
- 7- T-test to measure the opinion about the requirements of applying digital management.

#### **Tenth: The results of the study**

**Table (2) Using a computer (computer - laptop) at work**

**n = 99**

%	F	Using computer	NO.
71.1%	71	Yes	1
28.9%	28	No	2
100%	99	Total	

It is clear from the data in the previous table that the study sample's use of computers at work, the percentage of users reached 71.1%. This indicates the importance of electronic work, and the awareness on the part of workers that the computer is important at work, whether in recording and storing information for it, in teaching, and in completing the tasks and work required. The percentage of non-computer users at work is 28.9%.

**Table (3) The concept of digital management as realized by the study sample**

**n = 99**

%	F	The concept	No.
17.17%	17	Recording data on the computer	1
7.8%	7	Data processing using computers	2
40.5%	40	Storage of data on the computer	3

20.20%	20	Recalling data to make it available to the user	4
12.11%	12	Electronic connection of computers to the Ministry of Higher Education or the Supreme Council of Universities	5
80.9%	80	All previous methods	6
-----	99	Total	

It is clear from the data of the previous table that the percentage of those who know and practice digital management in its broadest sense is considered high, %80.9 This indicates the awareness of the study sample of employees of the importance of digital management and its use in planning decision-taking.

**Table (4) Respondents' opinions about the availability of administrative requirements for applying digital management in planning decision-taking  
n = 99**

Rank	Standard deviation	weighted average	Sum of weights	No		To some extent		Yes		administrative requirements	No.
				%	F	%	F	%	F		
5	0,76	1,63	176	90,3%	90	53,2%	53	33,50%	33	administration relies on advanced administrative thought in the administrative process	1
2	0,69	1,76	188	73,80%	73	87,3%	87	28,20%	28	necessity for the administration to rely on conscious administrative leaders	2
3	0,91	1,65	188	64,4%	64	5,3%	10	57,5%	57	administration uses electronic scientific methods to work in the ministry and directorates	3
1	0,69	1,81	189	66,1%	66	91,4%	91	31,5%	31	administration officials specialized personnel to switch to an electronic system	4
4	0,76	1,69	192	92,3%	92	33%	62	34,1%	34	administration is keen on training officials to use digital management	5

8	0,65	1,36	89	37,9%	37	33,3%	33	18,6%	18	responsible Training to use information technology to provide planning decision-taking	6
6	0,65	1,48	134	60,6%	60	57,3%	57	17.30%	17	need for management to pay attention to training and developing responsible on how to use the electronic system at work	7
9	0,33	1,09	107	92,6%	92	11,3%	11	3.30%	3	Providing a legislative environment that allows the transition to the electronic system in taking planning decisions	8
9	0,33	1,09	107	92,6%	92	5,8%	11	3.30%	3	administration work according to a strategic vision to transform the work system into an electronic system	9
11	0,38	1,09	106	94,1%	94	5,6%	5	6,2%	6	administration coordinate with other departments and organizations that implement its digital management system	10
12	0,30	1,06	104	95,2%	95	6,2%	6	3.30%	3	administration should try to gradually implement the digital management system	11
7	0,66	1,41	128	68,1%	68	42,3%	42	18,3%	18	Motivating employees to responsible the digital	12

										management system
-	-	1918	-	923	-	468	-	251	251	Total
average level 1.47										weighted average of the dimension
3.18										Standard deviation

The previous table shows the administrative requirements necessary to apply digital management in planning decision-taking in social work education institutions, as follows:

-In the first rank, the administration uses specialized personnel to convert to an electronic system with a weighted average of 1.81 and a standard deviation of 0.69, In the second rank came the need for the administration to rely on conscious administrative leaders with a weighted average of 1.76 and a standard deviation of 0.69, Then came in the third rank that the administration is keen to train officials to use digital management 1.69 and a standard deviation of 0.76, While it was stated in the last rank that the administration tries to gradually apply the digital management system with a weighted average of 1.06 and a standard deviation of 0.30.

- This agree with El Arishy study in (2008), cranfield and Taylor study in (2008), El shahri syudy in (2011), Al Emari study in (2017).

- Through the previous rule for calculating the level of requirements on the average degree, it is clear that the level of availability of administrative requirements is average, as the ratio of the average dimension as a whole was 1.47 and a standard deviation of 3.18. This is consistent with the first sub- hypothesis, "It is expected that the administrative requirements for the use of digital management in planning decision-taking in social work education institutions to be "average".

**Table (5) Respondents' opinions about the availability of technical requirements for the application of digital management**

**n = 99**

Rank	Standard deviation	weighted average	Sum of weights	No		To some extent		Yes		technical requirements	No.
				%	F	%	F	%	F		
1	0,89	1,88	189	87,3%	87	36,1%	36	65,6%	65	Providing electronic devices to allow the application of the digital management system	1
6	0,49	1,57	169	79.90%	79	90.30%	90	0	0	The administration contracts with specialized companies to implement the	2

										digital management system	
3	0,93	1,71	133	62,2%	62	3,8%	8	63,5%	63	Computers that contribute to converting paper work to electronic work are available within the various departments	3
2	0,87	1,78	188	96,1%	96	36,1%	36	56,6%	56	Existence of a network linking the different administrative levels in the ministry	4
4	0,86	1,75	168	97,4%	97	36,1%	36	53,2%	53	The Ministry provides technical support for the various tools for the transformation of digital management	5
5	0,76	1,66	188	97.30%	97	57,3%	57	34,1%	34	There is an internal connection between computers in ministries and directorates	6
7	0,49	1,46	179	92,7%	92	87,3%	87	0	0	The administration should provide programs and applications ready to use digital management	7
8	0,72	1	89	88,5%	88	1,1%	1	0	0	The ministry provide an electronic system that provides digital	8

										services in the various directorates and departments
-	-	1302	-	698	-	351	-	271	271	Total
2.60										Average weight of dimension
3.48										Standard deviation

**The previous table shows:**

The technical requirements necessary for the application of digital management in planning decision-taking in social work education institutions, and they are as follows:

- Where the provision of electronic devices came in the first rank to allow the application of the digital management system with a weighted average of 1.88 and a standard deviation of 0.89, In the second rank, there is a network linking the different administrative levels in the ministry with a weighted average of 1.78 and a standard deviation of 0.87, In the third rank: there are computers within the departments that contribute to converting paper work to electronic work with a weighted average of 1.71 and a standard deviation of 0.93, While it was stated in the last order that the ministry provides an electronic system that provides digital services in the different directorates and departments with a weighted average of 1 and a standard deviation of 0.72.

- This agrees with Abu Ashor, El Namri study in (2013), El Arishy study in (2008), Abd El Nasser, Quraishy study in (2011), El Tamam study in (2007).

- Through the previous rule for calculating the level of requirements on the average degree, it is clear that the level of availability of technical requirements is average, as the ratio of the average dimension as a whole was 2.60 and a standard deviation of 3.48. This is consistent with the second sub - hypothesis, "It is expected that the technical requirements for the use of digital management in planning decision-taking in social work education institutions to be "average".

**Table (6) Respondents' opinions about the availability of human requirements for the application of digital management n=99**

Rank	Standard deviation	weighted average	Sum of weights	No		To some extent		Yes		human requirements	No.
				%	F	%	F	%	F		
1	0,72	1,36	199	77,3%	77	15.20%	15	27,4%	27	The necessity of providing administrative competencies to work within the organization	1

2	0,46	1,30	126	69.30%	69	57,3%	57	0	0	Re-employment - in management - professional specializations in the field of programming and information systems	2
11	0,00	1	99	100%	99	0	0	0	0	That human cadres working on the digital management system be trained	3
6	0,35	1,11	109	85,6%	85	24,3%	24	0	0	Holding meetings and workshops for responsible to raise awareness of the importance of using digital management	4
6	0,35	1,11	109	85,6%	85	24,3%	24	0	0	The necessity of convincing decision takers of the importance of electronic work	5
8	0,35	1,11	109	85,6%	85	24,3%	24	0	0	The necessity for responsible to have awareness of information technology	6
9	0,35	1,11	109	85,6%	85	24,3%	24	0	0	Moral and material motivation for responsible to use digital management	7
10	0,35	1,11	109	85,6%	85	24,3%	24	0	0	Providing responsible with the necessary skills to deal with the electronic work system	8
5	0,27	1,07	105	92.30%	92	15.30%	15	0	0	Encouraging responsible to learn about digital management programs and applications	9

4	0,35	1,14	109	85,6%	85	27,4%	27	0	0	Clarification responsible of the importance of using digital management in taking planning decisions and providing services to those who deserve it	10
3	0,41	1,22	119	77,7%	77	42,3%	42	0	0	Providing a specialized trainer to train and develop the performance of responsible periodically on the electronic system at work	11
-	-	1278	-	924	-	228	-	27	27	Total	
2.14										Average weight of dimension	
3.47										Standard deviation	

#### The previous table shows:

The human requirements necessary to apply digital management in planning decision-taking in social work education institutions, and they are as follows:

- The necessity of providing administrative competencies to work within the organization came in the first rank with a weighted average of 1.36 and a standard deviation of 0.72. This indicates the importance of the efficient human element in administrative work, as well as the respondents' awareness of the importance of administrative development, In the second rank came the re-employment - in the administration - of professional specializations in the field of programming and information systems with a weighted average of 1.30 and a standard deviation of 0.46, In the third rank came the provision of a specialized trainer to train and develop the performance of responsible periodically on the electronic system at work with a weighted average of 1.22 and a standard deviation of 0.00, In the last order, the human cadres working on the digital management system are trained with a weighted average of 1 and a standard deviation of 0.00.

-This agree with canfield and Taylor study in (2008), Abu Ashor, El Namri study in (2013).

-Through the previous rule for calculating the level of requirements on the average degree, it is clear that the level of availability of human requirements is average, as the ratio of the average dimension as a whole was 2.14 and a standard deviation of 3.47. This is consistent with the third sub-hypothesis "The human requirements for using digital management in planning decision-taking are expected to be average".

**Table (7) Respondents' opinions about the availability of financial requirements for the application of digital management n=99**

Rank	Standard deviation	weighted average	Sum of weights	No		To some extent		Yes		financial requirements	No.	
				%	F	%	F	%	F			
3	0,00	1	99	100%	99	0	0	0	0	Providing the necessary financial resources for the work of digital management	1	
1	0,48	1,62	133	71,3%	71	62,6%	62	0	0	Existence of donors to provide the necessary devices for electronic work	2	
3	0,00	1	99	100%	99	0	0	0	0	Providing the necessary financial allocations for training responsible in the field of information systems and electronic work	3	
5	0,00	1	99	100%	99	0	0	0	0	Providing maintenance services through specialists in the organization, which reduces the expenses needed for maintenance	4	
2	0,27	1,07	107	92.40%	92	15%	15	0	0	Saving Internet costs through specialized companies	5	
6	0,00	1	99	100%	99	0	0	0	0	Providing special programs for electronic work through specialized programming companies	6	
-	-	636	-	559	-	77	-	0	0	Total		
										2.11		Average weight of dimension
										0.45		Standard deviation

**The previous table shows:**

The financial requirements necessary to apply digital management in planning decision-taking in social work education institutions, and they are as follows:

- Where came in the first rank the presence of donors to provide the necessary devices for electronic work with a weighted average of 1.62 and a standard deviation of 0.48, and this result agrees with the theoretical directions of the study, In the second rank

came the provision of Internet costs through specialized companies, with a weighted average of 1.07 and a standard deviation of 0.27, and this result is consistent with the theoretical study directions, While it came from the third rank, the provision of financial resources necessary for the work of digital management, the provision of the necessary financial allocations for training responsible in the field of information systems and electronic work, the provision of maintenance services through specialists in the organization; which reduces the expenses needed for maintenance, In the last order, providing special programs for electronic work through specialized programming companies with a weighted average of 2.1 and a standard deviation of 0.00.

- This agree with Tayib, Al Qosaimi study in (2013), Hussein, Ahmed study in (2010).

-Through the previous rule for calculating the level of requirements on the average degree, it is clear that the level of availability of financial requirements is average, as the ratio of the average dimension as a whole was 2.11 and a standard deviation of 0.45. This is consistent with the fourth sub-hypothesis "The human requirements for using digital management in planning decision-taking are expected to be average".

**Table (8) Respondents' opinions about the availability of security requirements for the application of digital management**  
n=99

Rank	Standard deviation	weighted average	Sum of weights	No		To some extent		Yes		security requirements	N o.
				%	F	%	F	%	F		
4	0	1	99	100%	99	0	0	0	0	Existence of security methods and procedures that help protect data and information from penetration	1
4	0	1	99	100%	99	0	0	0	0	Determining defensive and preventive measures to protect the computer system	2
1	0,35	1,13	112	85,6%	85	27,4%	27	0	0	Securing the protection and privacy of organizations and individuals and their right to use digital works	3
6	0	1	99	100%	99	0	0	0	0	Adding articles in the law that allow the regulation of electronic work	4
7	0	1	99	100%	99	0	0	0	0	Activating the role of the police responsible for regulating and protecting digital businesses	5

1	0,35	1,13	112	85,6%	85	27,4%	27	0	0	Securing the bios of the digital programs in the organization in a good way to prevent penetration	6
3	0,35	1,13	112	85,6%	85	27,4%	27	0	0	Taking the necessary measures by the organization to prevent any penetration into networks and programs	7
8	0	1	99	100%	99	0	0	0	0	Giving the passwords of programs and servers to a person of trust and honesty, and not giving them to more than one party; Which prevents any penetration	8
-	-	831	-	750	-	81	-	0	0	Total	
2.04										Average weight of dimension	
1.05										Standard deviation	

**The previous table shows:**

The security requirements necessary to apply digital management in planning decision-taking in social work education institutions, and they are as follows:

- Where it came in the first rank to secure the protection and privacy of organizations and individuals and their right to use digital business with a weighted average of 1.13 and a standard deviation of 0.35, In the second rank, the security of the bios for the digital programs in the organization came in a good way that prevents penetration with a weighted average of 1.13 and a standard deviation of 0.35, In the third rank came the necessary measures by the organization to prevent any penetration into networks and programs with a weighted average of 2.04 and a standard deviation of 1.35, In the last order, Giving the passwords of programs and servers to a person of trust and honesty, and not giving them to more than one party; Which prevents any penetration with a weighted average of 1 and a standard deviation of 0.00.

- This agree with Al Emari study in (2017), Hussein, Ahmed study in (2010).
- Through the previous rule for calculating the level of requirements on the average degree, it is clear that the level of availability of security requirements is average, as the ratio of the average dimension as a whole was 2.04 and a standard deviation of 1.05. This is consistent with the fifth sub-hypothesis "The security requirements for using digital management in planning decision-taking are expected to be medium".

**Table (9) Availability of the requirements for the use of digital management in planning decision-taking n=99**

level of significance	standard deviation	Mean	Dimensions	No.
Average	3,1	2,47	Administrative requirements	1
Average	3,4	2,60	Technical requirements	2

Average	3,4	2,14	human requirements	3
Average	0,45	2,11	Financial Requirements	4
Average	1,05	2,04	Security Requirements	5
6,8	2,57	2.57	Total requirements as a whole	

-The previous table shows the indication of the availability of the necessary requirements for the application of digital management in institutions of social work education, all of them were medium.

In light of the above, it is possible to accept the main hypothesis of the study, which indicates that:

"It is expected that the all kinds of requirements for the use of digital management in planning decision-taking in social work education institutions to be "average".

**Table (10) The respondents' opinions about the availability of digital management requirements in planning decision-taking in the T test**

**n = 99**

Significance	Level of Significance	Degree of Freedom	T Value	Standard Deviation	Mean	Dimensions	No.
Significance 0.01	0,00	187	0,91	3,1	2,47	Administrative requirements	1
Significance 0.01	0,00	187	0,92	3,4	2,60	Technical requirement	2
Significance 0.01	0,00	187	0,55	3,4	2,14	Human requirement	3
Significance 0.01	0,00	187	0,57	0,45	2,11	Financial requirement	4
Significance 0.01	0,00	187	0,41	1,05	2,04	Security requirements	5
Significance 0.01	0,00	187	0,96	6.8	2.57	Total requirements	

The previous table shows the level of availability of digital management requirements in planning decision-taking in social work education institutions was average for all requirements, based on the result of the T-test, where the total requirements came as a significance at a mean of 2.57, a standard deviation of 6.8, a T test value of 0.96 and a significance level of 0.01

The administrative requirements came as a significance of 0.01 with a mean of 2.17, a standard deviation of 3.1 and a T test value of 0.91

The technical requirements came as a significance of 0.01 with a mean of 2.18, a standard deviation of 3.4 and a T test value of 0.92

The human requirements came as a significance of 0.01 with a mean of 2.8, a standard deviation of 3.4, and a T test value of 0.55

The financial requirements were a significance of 0.01 with a mean of 6.7, a standard deviation of 0.45 and a T test value of 0.57

The security requirements were a significance of 0.01 with a mean of 8.4, a standard deviation of 1.05 and a T test value of 0.41.

**Table No. (11) Obstacles to applying digital management as perceived by The respondents' n=99**

Rank	Standard deviation	weighted average	Sum of weights	No		To some extent		Yes		Obstacles	No.
				%	F	%	F	%	F		
7	0,41	2,58	118	0	0	42,3%	42	77,7%	77	Lack of board-level planning for digital management programs	1
9	0,74	2,38	140	30.30%	30	56,4%	56	54,3%	54	Weakness of the Board of Directors' interest in following up on the implementation of digital management	2
4	0,32	2,84	114	0	0	30.30%	30	84.40%	84	3 Lack of coordination between other agencies and departments related to the organization's activity and which implement digital management	3
7	0,41	2,58	119	0	0	42,3%	42	77,7%	77	Lack of administrative competencies necessary for electronic work	4
1	0.27	2,92	107	0	0	15.50%	15	92.30%	92	Non-gradualism in applying digital management	5
1	0,27	2,92	107	0	0	15.50%	15	92.30%	92	Differences in work systems and methods within the administration	6
5	0,49	2,60	175	0	0	89,3%	89	86,5%	86	Absence of a clear strategic	7

										vision regarding the use of information and communication technology	
5	0,49	2,60	175	0	0	89,3%	89	86,5%	86	Weak management of most IT projects in the government sector	8
10	0,88	1,97	188	75,3%	75	42,3%	42	71,4%	71	A citizen's right to access appropriate information and services is not guaranteed	9
3	0,46	2,86	108	9,8%	9	8,3%	8	91.20%	91	The absence of a central body to adopt digital management projects at the state level	10
-	-	1351	-	114	-	454	-	1312	1312	Total	
2.62										Average weight of dimension	
1.67										Standard deviation	

The previous table shows some of the obstacles facing the application of digital management in planning decision-taking in social work education institutions.

**The results were as follows:**

- It came in the first rank: the lack of gradation in the application of digital management with a weighted average of 2.92 and a standard deviation of 0.27. This may be due to the importance of gradation in entering the application of the digital management system because it is difficult to apply the electronic system with all its pillars at once, The difference in work systems and methods within the administration also participates also in the first rank, with a weighted average of 2.92 and a standard deviation of 0.27, and this indicates the importance of work systems in the application of digital management, In the third rank came the absence of a central body to adopt digital management projects at the state level, with a weighted average of 2.86 and a standard deviation of 0.46. This may be due to the fact that the presence of a central body at the state level contributes significantly to the application of the digital management system in university education institutions and other parties and benefit from other obstacles and previous experiences, While in the fourth rank came the absence of coordination between other agencies and

departments related to the organization's activity and which implement digital management with a weighted average of 2.84 and a standard deviation of 0.32. This is due to the importance of coordination as a very important aspect of the planning aspects for the success of any business or system.

-This agree with Abd El Nasser, Quraishy study in (2011), Tayib, Al Qosaimi study in (2013).

### **Eleventh: The proposed framework vision for the activation using of digital management in planning a decision taking in the social work education institutions:**

In light of the theoretical framework of the study and the theoretical heritage of social planning and the results of previous research studies, and to achieve the aim of the current study, and the results of the field study, a proposed planning vision can be developed for the activation using of digital management in social work education institutions as follows:

#### **• The foundations on which the proposed framework vision is based:**

- 1- Analyzing the results of the previous research studies, which were used in determining the problem of the current study and identifying its various aspects.
- 2- Readings and theoretical knowledge of digital management and its importance in decision taking.
- 3- The results of the current study, which are considered among the main pillars that were relied upon in building the proposed vision.
- 4-The theoretical heritage of social planning and the knowledge, theories, strategies and techniques it contains.

#### **• The aims of the proposed framework vision:**

- 1- Providing the requirements for using digital management (administrative requirements - technical requirements - human requirements - financial requirements - security requirements).
- 2- Overcoming the difficulties facing the application of digital management.
- 3-Activating the proposals that would help the officials in the Ministry to implement digital management and benefit from the experiences of others.

#### **• Planning indicators associated with the provision of requirements for the use of digital management:**

##### **1- Planning indicators related to the provision of administrative requirements:**

- a- Forming a department or body to plan, follow up, implement and develop plans for the digital management project.
- b- Increasing the use of consulting and research bodies to study and develop general specifications and standards for digital management.
- c- Providing the conscious leadership and administrative support necessary for the implementation of digital management.
- d- Following-up of the leadership of the project and the provision of the required information will ensure the success and development of the project.

- e- A change in the structural and organizational aspects, procedures and methods, to be compatible with the principles of digital management.
- f- Increasing internal procedures and processes to ensure the provision of appropriate conditions for the implementation of digital management in a faster, more efficient and effective manner.
- g- Providing laws, regulations, and procedures that facilitate the transition towards digital management and meet the requirements for adaptation.
- h- Providing the political management, so that there is an official or a specific committee that will implement this project, and work to create the necessary and appropriate environment for work, and it will supervise the implementation and evaluate the levels it has reached in implementation.
- i- Forming a higher authority or committee to undertake the development of the strategy for the digital management project.

## **2- Planning indicators related to the provision of technical requirements:**

- a- Providing the infrastructure for digital management, which includes the development and improvement of the telecommunications network.
- b- Providing the appropriate digital technology, including equipment, computers, devices, equipment, systems, databases and programs.
- c- Providing the necessary programs and applications for digital transformation.
- d- Providing Internet service at a distinguished speed; Facilitating digital business within the organization.
- e- Providing remote communication service. This program provides access to another computer in another area and another network directly over the Internet.
- f- Providing the digital mail service, which is one of the most important information network services, as it allows the transfer of phrases and news and the exchange of files and messages between different countries of the world.
- g- Providing a website for the organization, which allows the user to benefit from countless services.
- h- Increasing the digital link within the institutions and with other organizations.

## **3-Planning indicators related to the provision of human requirements:**

- a- Increasing the holding of lectures and seminars on information technology for all members of society.
- b- Increasing the introduction of digital technologies as one of the subjects in the educational curricula for male and female students.
- c- Maintaining and supporting studies and research related to the use of information technologies.
- d- Launching media programs to educate all members of society, which contribute to clarifying the benefits of shifting towards a digital society.

- e- Increasing the serious participation of the project's beneficiaries (the public, government employees, the private sector and any other contributing party) that gives support to the project and helps its success.
- f- Developing education and training systems in a way that is compatible with the transition towards digital management.
- g- Establishing material and moral incentives for the distinguished among them, and creating the principle of competition in the organization.
- h- The organization selects those qualified in the field of information technology when hiring in the future; This is to ensure the success of its digital management project.

#### **4-Planning indicators related to the provision of financial requirements:**

- a- Providing an appropriate level of financing for digital transformation, and purchasing computers, software and digital business applications.
- b- Increasing the participation of the private sector and civil society organizations, and bearing part of the costs of the transition to digital work, which would allow the provision of better services.
- c- Increasing the participation of companies specialized in the Internet by providing free lines to government organizations that convert their business to electronic management.
- d- Encouragement by the state to give a special budget for digital transformation; This makes it possible to catch up with developed countries.
- e- The presence of a supervisory body that monitors and maintains the devices necessary for digital management, and this service is provided to government organizations in a subsidized manner.

#### **5- Planning indicators related to the provision of security requirements:**

- a- Providing legislation and legal texts that facilitate the work of digital management and give it legitimacy and credibility, and all the legal consequences arising from it.
- b- Providing digital security and digital confidentiality at a high level to preserve data and information and protect it from any tampering because of its importance.
- c- Maintaining the new rules and concepts introduced by the new digital system.
- d- Issuing appropriate and specialized legislation to organize the work of digital management to ensure its fairness and generality.
- e- Setting appropriate security policies for information purification.
- f- Establishing a body or department concerned with following up and managing digital business, and it will be responsible for following up on any complaints from students towards organizations.
- g- Increasing the adoption of the use of various digital means - such as smart cards - as a means to prove the identity of employees, and the adoption of digital signatures, and other means created by modern science to keep pace with digital technology.

h- Determining the responsibilities, powers and appropriate penalties, and seeking the assistance of expertise in the legal and technical fields.

• **Planning indicators related to facing obstacles to the application of digital management:**

**Those indicators are as follows:**

- 1- Increasing planning and coordination at the senior management level for digital management programs, and determining the time when it is necessary to start applying and implementing services and information electronically.
- 2- Increasing the interest of senior management in evaluating and following up on the application of digital management.
- 3- Maintaining coordination between other devices and departments related to the organization's activity, even those that have the same types of hardware and software.
- 4- Providing specific organizational structures, and not including those structures for jobs that cover all activities in the organization.
- 5- Maintaining gradation in the application of digital management.
- 6- Providing media awareness that goes along with the application of digital management.
- 7- Unification of management systems and methods, even within a single organization.
- 8- Providing a clear strategic vision for most countries, especially Arab countries, regarding the use of information and communication technology to serve the transformation towards digital future organizations.
- 9- Providing administrative competencies for most information technology projects in the government sector.
- 10- Providing transparency, in the sense that the citizen's right to access information and know the mechanisms of setting and taking institutional decisions is guaranteed.
- 11- Increasing political support from senior political leaders for the digital management project.
- 12- Providing a central authority to adopt digital management projects at the state level, which leads to incompatibility of systems.
- 13- Flexibility in choosing the best solution due to the methods used in the government procurement system and maintenance and operation contracts.
- 14- Lack of administrative procedures inside and outside the facility; Which saves or eliminates the idea of application due to the obstacles of administrative procedures.
- 15- Providing extensive specialized training in desired locations.
- 16- Creating a digital organization for the full restructuring of the organization.
- 17- Providing distinguished competencies for working in government organizations due to the lack of incentives.

- 18-Increasing the information of decision-takers in government organizations on the importance of information technology.
- 19-Reducing the view of computer and digital management projects in terms of cost without sufficient interest in them.
- 20-Providing trained human resources capable of handling, operating and maintaining this new and complex technology.
- 21-Increasing cultural awareness of information technology at the social and organizational levels.
- 22-Providing individuals with strong motivation for the success of the transformation process, and their feeling that they are part of the transformation and success process.
- 23-Reducing responsible resistance to change and fear of losing their jobs, including the growing feeling of some managers and those in authority that change poses a threat to their authority.
- 24-Increasing the English language skills of some responsible, and encouraging people to deal with digital devices.
- 25-Maintaining the protection of confidentiality and security of personal transactions.
- 26-Encouraging officials and the media for individuals to self-educate the programs and applications of digital management and information technology.

• **Planning indicators related to proposals for implementing digital management:**

- 1- Develop strategies and plans to implement the application of the digital management system by forming a specialized department to develop plans, implement and follow up the application of the digital system.
- 2- Clarifying the importance of digital management for officials in social work education institutions and its importance in decision-taking; In order for them to be convinced of the application of the digital management system.
- 3- There is motivation on the part of officials and senior management to implement the digital management system successfully, and a competent department is formed that will oversee the implementation and follow-up of the implementation of the digital management in the ministry.
- 4- Making radical changes in the employees and workers of social service education institutions through training and continuing education on digital management programs and applications, by contracting with specialized training bodies.
- 5- The use of consulting agencies and companies that have the ability to implement the digital management system and some of the parties that have previously implemented digital management to benefit from their experiences.

- 6- Putting plans into practice to ensure the unification of the various energies and efforts through unified and integrative policies with all the activities of government agencies and society at the same time.
- 7- The gradual application of digital management to be at the level of the ministry, then social service education institutions, and the presence of a department to follow up and evaluate what has been reached and develop better future solutions for the work of digital management.
- 8- Providing a high level of infrastructure from the communications network, the Internet, fax machines and computers that are able to communicate and transfer information between departments, between departments and directorates, and between directorates and units in cities and villages. This can be done by contracting with companies from the private and government sectors such as telecommunications companies, Internet companies and major companies that have digital devices.
- 9- Providing the necessary programs and applications for digital management that facilitate the work of employees in the Academy, by contracting with companies specialized in software specialized in this.
- 10- Making the digital website available and preparing it in an excellent manner, and making an electronic link between the central departments, sub-departments, directorates and social units, and between the ministry and the beneficiaries through a part on the website of their own, with a user name and a secret number.
- 11- Determining the appropriate responsibilities, powers and penalties, and using expertise in the legal and technical fields to create comprehensive protection and specialized security management to protect digital work in a distinctive way.

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