

6. การปฏิบัติกร

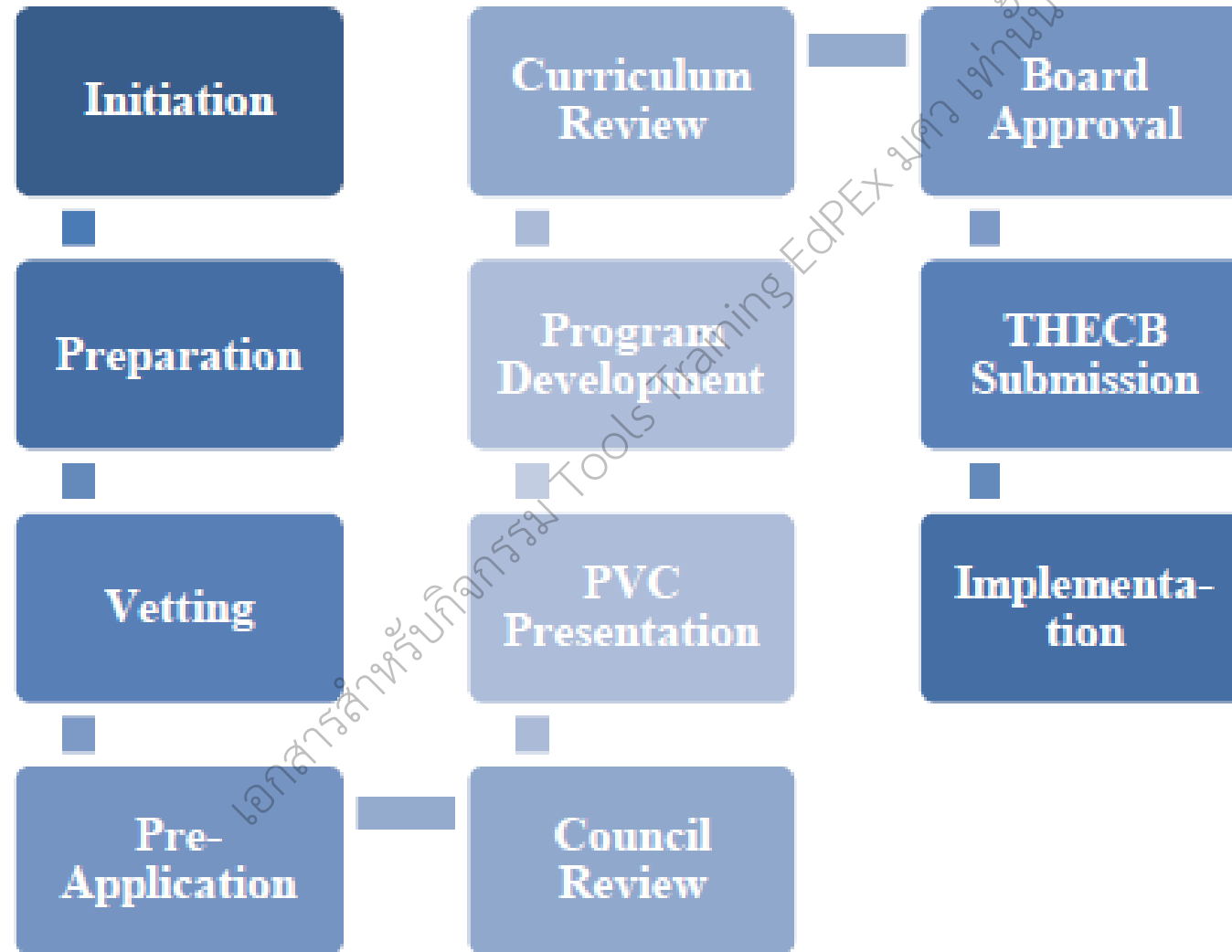
กิตติพงศ์ เตมิยะประดิษฐ์

เอกสารสำหรับกิจกรรม Tools for EdPEX มศว เท่านั้น

6.1ก(3) การออกแบบการจัดการศึกษา

เอกสารสำหรับกิจกรรม Tools Training EDC มศว เท่านั้น

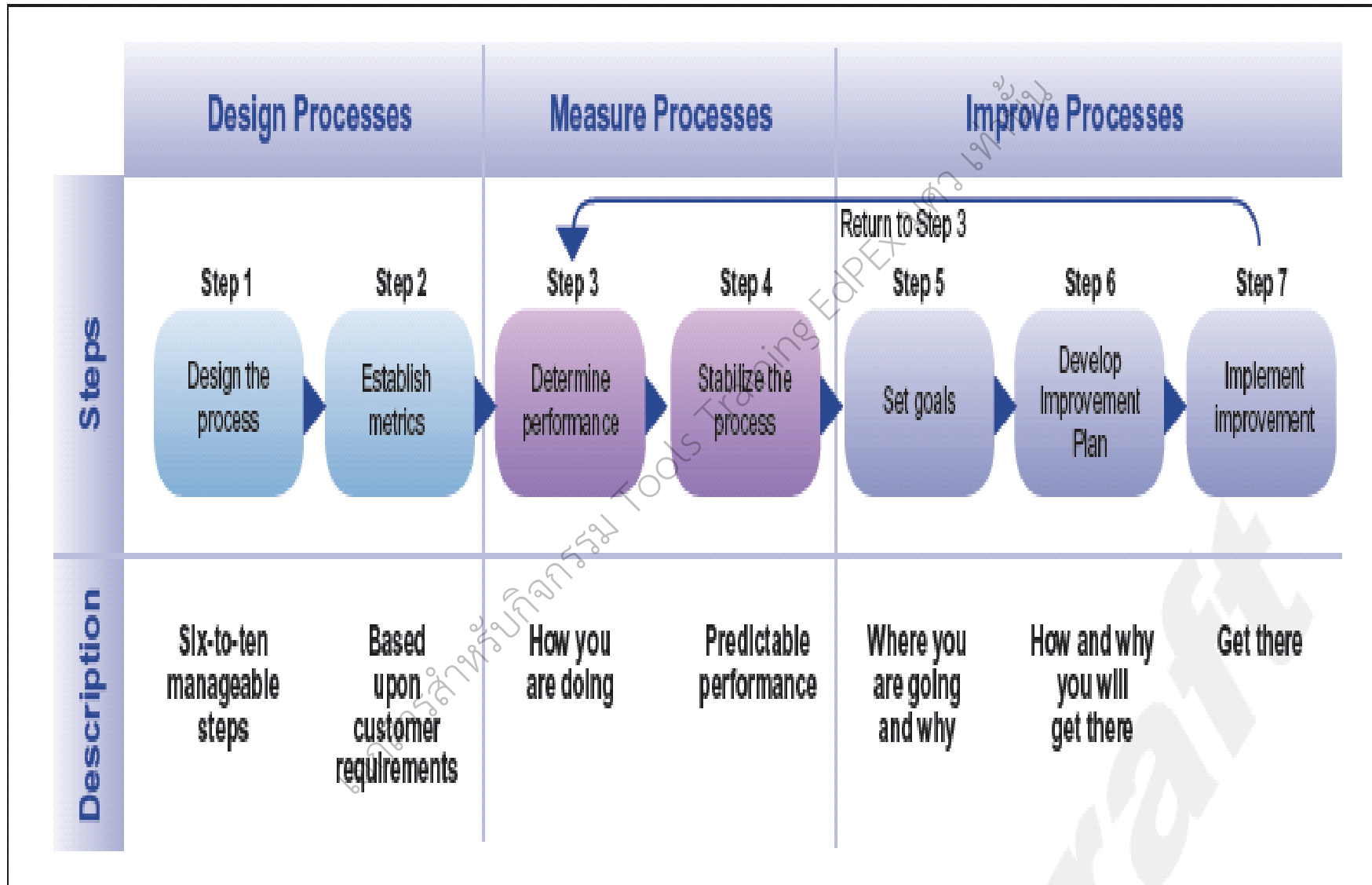
New Program Development Process



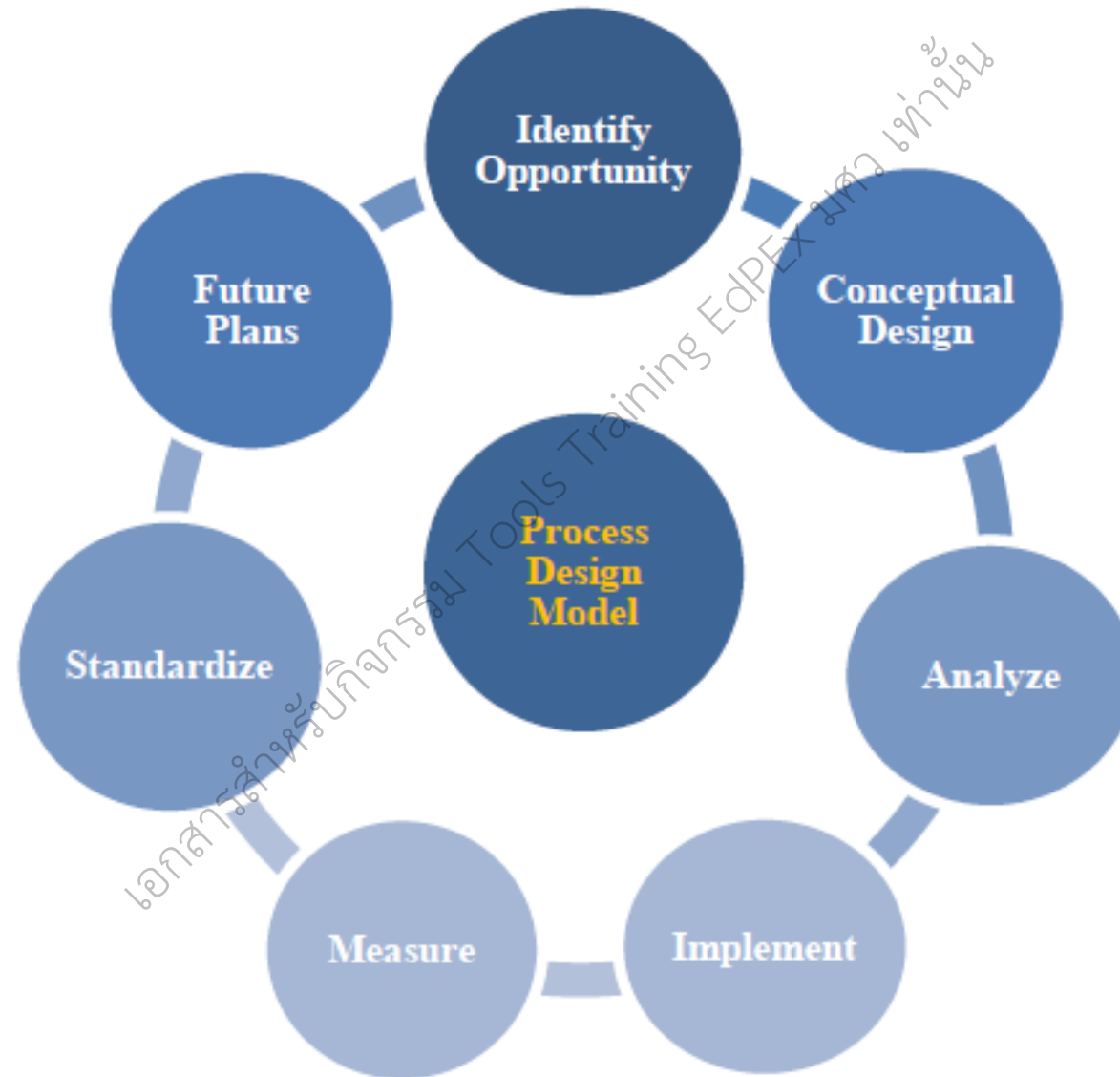
6.1ก(3) การออกแบบกระบวนการทำงานที่สำคัญ

เอกสารสำหรับกิจกรรม Tools Training E-EX มศว เท่านั้น

Figure 6.1-4 BPM Process



Process Design Model



Process Design Model

- **Identifying Opportunity:** form the process design team with involvement of process design experts and stakeholders
- **Develop Conceptual Design:** use process requirements to develop the ideal process flow to achieve maximum efficiency, effectiveness, and agility; explore technology and benchmarking opportunities; create initial design; evaluate financial impact; confirm targets and timelines; develop outcome statement.
- **Analyse Design:** present the designed process to stakeholders for review and coordination; assess efficiency and effectiveness to include cycle time, productivity and cost controls; confirm KPIs and performance targets; analyse and address potential safety issues; proactively address potential errors and rework.

Process Design Model

- **Implement:** develop implementation plan including barriers to implementation; set goals for efficiency and effectiveness; conduct a pilot or test; identify and correct problems to ensure a trouble-free launch; finalize evaluation approach.
- **Measure Results:** collect performance data to determine if students and/or other customer needs are being met and requirements are being fulfilled; analyse data to provide a clear understanding of performance; reach conclusions about performance; verify effectiveness of the design.
- **Standardize:** hardwire the new approach in the organization through documentation and education; assign ownership.

Process Design Model

- **Develop Future Plans:** identify initiatives to improve the process; identify areas for replication; evaluate and improve the designed process; share information about the effectiveness of the process; report outcomes as appropriate.

6.1ข(1) การปฏิบัติงานประจำวันของกระบวนการทำงาน

เอกสารสำหรับกิจกรรม Tools Training EUEX มศว เท่านั้น

Figure 6.1-1 Key Work Processes and Support Systems for Student Completion

| Work Processes with Schedule for Review | Key Requirements | Improvement and Learning Opportunities | Performance Measures with examples of In-Process Measures | Measurement Tools | Results |
|--|--|--|---|--|--|
| Work System: Enrollment | | | | | |
| Enrollment Management (VPSS) EMGT-CFT- reviews process annually | Academic programs; Convenient registration; Understand financial aid; Meet enrollment projections | Developed student portal, online appointments and orientation. Refined fundraisers. | Enrollment reports (annual, semester, and daily) Track daily: Customer service response time, Number of financial aid packages filed. Every semester: Financial Aid SAP measures; Website, social media, and advertising analytics. | HCC InfoView Reports; CCSSE; YESS; QUEST; Grants and Scholarships | AoS 7.1-22,23 7.2 (all) 7.4-10 7.5-4,10-14 |
| Work System: Student Success | | | | | |
| Curriculum Management (VPAA) VPAA Staff and Curriculum Council review process annually | Meet MHEC & all accreditation, transfer standards; meet student needs- varying formats Employ qualified instructors | Developed UG research opportunities and Smart catalogue system. Expanded study abroad, E-Learning, and service learning opportunities. | Daily: Seat/space utilization studies; Waitlist management Every semester: Program assessment; General Education assessment; Area vital signs | HCC InfoView Reports; QUEST; IDEA; YESS | AoS 7.1-3,10,11 |
| Student Services Management (VPSS) VPSS Staff - reviews process annually | Support learning communities (Rouse Scholars, Silas Craft, Step Up, PRIDE, Ambiciones); Meet ADA targets | Integrated Career Coach App w/website. Automated counseling appointments and designed guided pathways (with VPAA). | Every semester Course success rates after tutoring, learning communities; Internship/Externship rates; Counseling assistance data; Academic standing | HCC InfoView; YESS CCSSE | AoS 7.1-3,10,7.2 (all) |
| Transfer and Completion Management (VPAA & VPSS) PT/College Completion CFT - reviews process annually | Exceed student completion and transfer goals; Wrap-around services; Articulation agreements | Helped to improved Articulation System of Maryland. Initiated Early alert system, reverse transfer and intrusive advising. Streamlined scholarships and aid. | Daily FAFSA awards; Every semester Retention, graduation and transfer rates; Articulation agreements; Students in good standing; Occasionally (due to \$): Earnings after graduation | HCC InfoView; NSC; YESS; Degree Audit; Jacob France Institute/ Equifax Wage Study | AoS 7.1-6; 7.1-7a-c, 7.1-8, 10,12, 21 |

| Work System: Operational Support | | | | | |
|--|--|--|---|--|------------------------------|
| Assessment Management (President/VPIT) PT/PROD Staff reviews process- every five years, sub processes-annually | Meet academic and regulatory requirements; Convenient/ authentic assessment | Standardized all faculty and staff design/delivery/ analysis of assessment projects. Developed Faculty Professional Learning Communities. | Every semester: Course outcomes; unit and SS program reviews; MAPS; IEP (General Ed goals, SLOAP-course, program assessment) Intra-semester Faculty provide progress reports to students | HCC InfoView; QUEST; IDEA; YESS; KPIs, Vital Signs | AoS 7.1-1,16 7.4 (all) |
| Facilities/Capital Management/Safety (VPAF) VPAF Staff -reviews process annually | Compliance with COMAR and workplace health and safety laws | Refined facilities condition and standards compliance assessment and capital prioritization. Improved sustainability results. | Daily work order, incident reports and trends Weekly supervisors meetings, OSHA investigations, Crime stats, Energy efficiency data Project awards Annual: Satisfaction | HCC InfoView; OSHA; WO System; HCRM; IACLEA; YESS; QUEST | AoS 7.4-7, 11 |
| Financial Management (VPAF) VPAF Staff- reviews process annually | Accurate fiscal operations; compliance with state and federal regulations; Efficient vendor relations; Customer satisfaction | Improved sub-processes- Fiscal analysis; Budget projections; Bad debt; Budget System; Contract Management System; eProcurement; Customer Service Scores; Subsidy Control. | Annual -Clean audit and no material findings, review of college wide vendors, close-out projections; Timely and accurate processing per occurrence Monthly review of major vendors, commission and P/L reports | Annual Audit YESS QUEST BN Annual Customer Survey | AoS, 7.5 (all) |
| Human Resource Management (VPAF) HR Staff and AA Division Office Staff VPAF-reviews process annually | Meet targets for recruitment and Retention; Performance evaluation; Employee assistance; Compliance with regulatory requirements | Conducted external benchmarking workforce study; Improved professional development opportunities | Annual review of Minority Percentages, FT/PT Faculty Ratios, Retention Rates, Semi-annual review of Performance Appraisals Annual review of OSHA & DLLR | YESS; QUEST; OSHA; DLLR | 7.3 (all) |
| Technology Management (VPIT) VPIT Staff -reviews process annually | Always working | Centralized IT Help Desk Improved major project collaborations. | Quarterly IT Satisfaction; Varied: Cycle Time Response; Help Desk Resolution | YESS; QUEST | 7.1-13- 15,23 |

6.1ข(3) การปรับปรุงกระบวนการ

เอกสารสำหรับกิจกรรม Tools Training EOPX มศว เท่านั้น

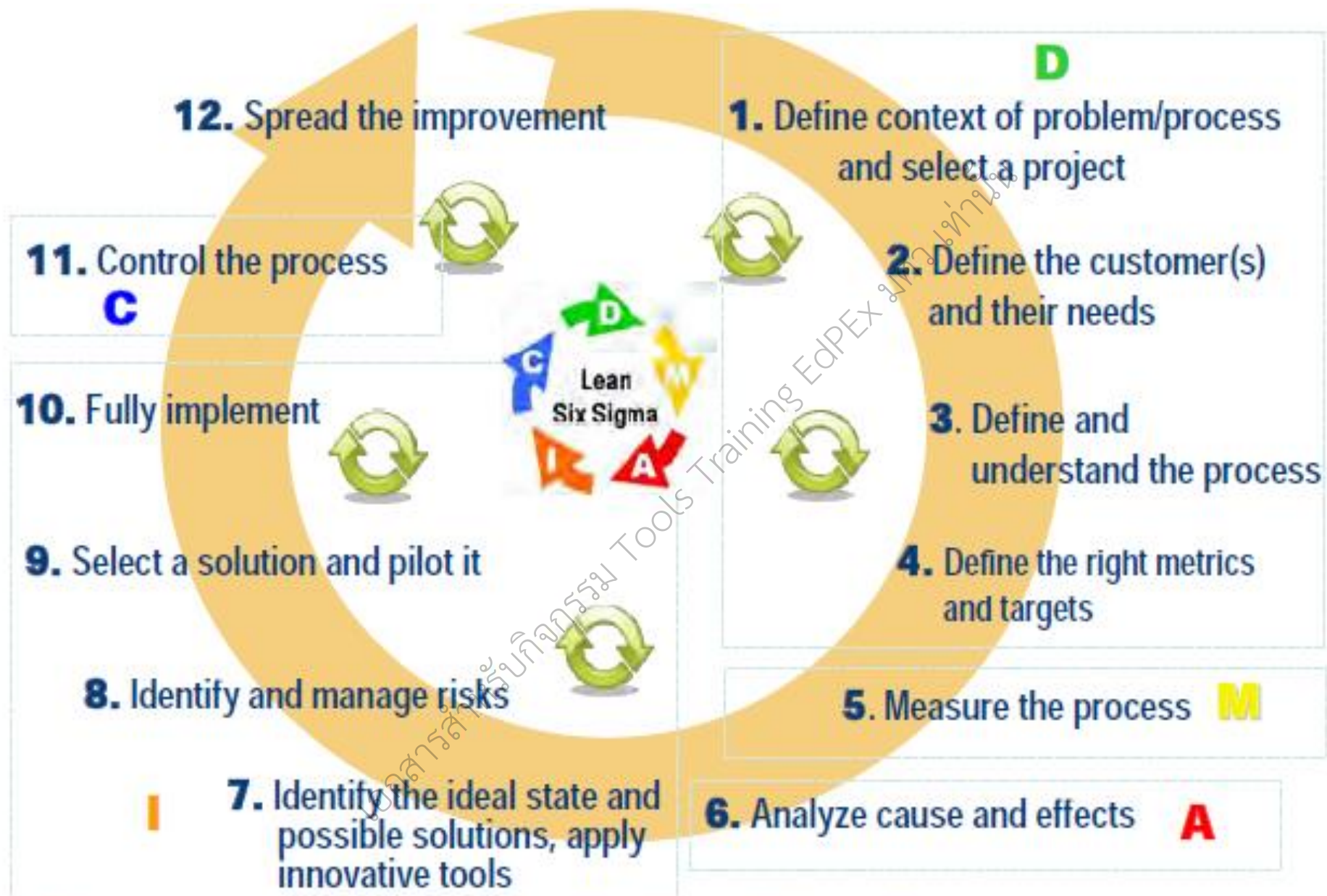


Figure 6.2-1: DMAIC 12-Step Problem-Solving Process

Work Process Improvement (DMAIC)

| Phase | ADLI Alignment | Primary Activities |
|---------|----------------|---|
| Define | Integration | <ul style="list-style-type: none"> Define what Process or Organization Requirement is Being Improved Form the LSS Team How is this process integrated to support our key organization goals? If improvement is in response to an OFI, what is the OFI? |
| Measure | Approach | <ul style="list-style-type: none"> List or illustrate the Steps of the Process Examine the data measures |
| Analyze | Approach | <ul style="list-style-type: none"> Lean – Eliminate waste in the process Identify Root Causes VOC Analysis Impact on Operational Plan KPMs Generate Solutions |
| Improve | Learning | <ul style="list-style-type: none"> List or illustrate steps of improved Process Improvements may need to be presented to SLT Innovation Occurs Here |
| Control | Deployment | <ul style="list-style-type: none"> Action Plan for Implementation <ul style="list-style-type: none"> Who, When, How? How do we know the new process or solutions are effective? What are the strategies for sustaining improvements? |

6.2ก การจัดการต้นทุน ประสิทธิภาพและประสิทธิผล ของกระบวนการ

เอกสารสำหรับกิจกรรม Tools Training EEFEX มศว เท่านั้น

8 Wastes of Lean



DEFECTS

Waste from a product or service failure to meet customer expectations



OVERPRODUCTION

Waste from making more product than customers demand



WAITING

Waste from time spent waiting for the next process step to occur



UNUSED TALENT

Wastes due to underutilization of people's talents, skills, and knowledge



TRANSPORTATION

Wasted time, resources, and costs when unnecessarily moving products and materials



INVENTORY

Wastes resulting from excess products and materials that aren't processed



MOTION

Wasted time and effort related to unnecessary movements by people



EXTRA-PROCESSING

Wastes related to more work or higher quality than is required

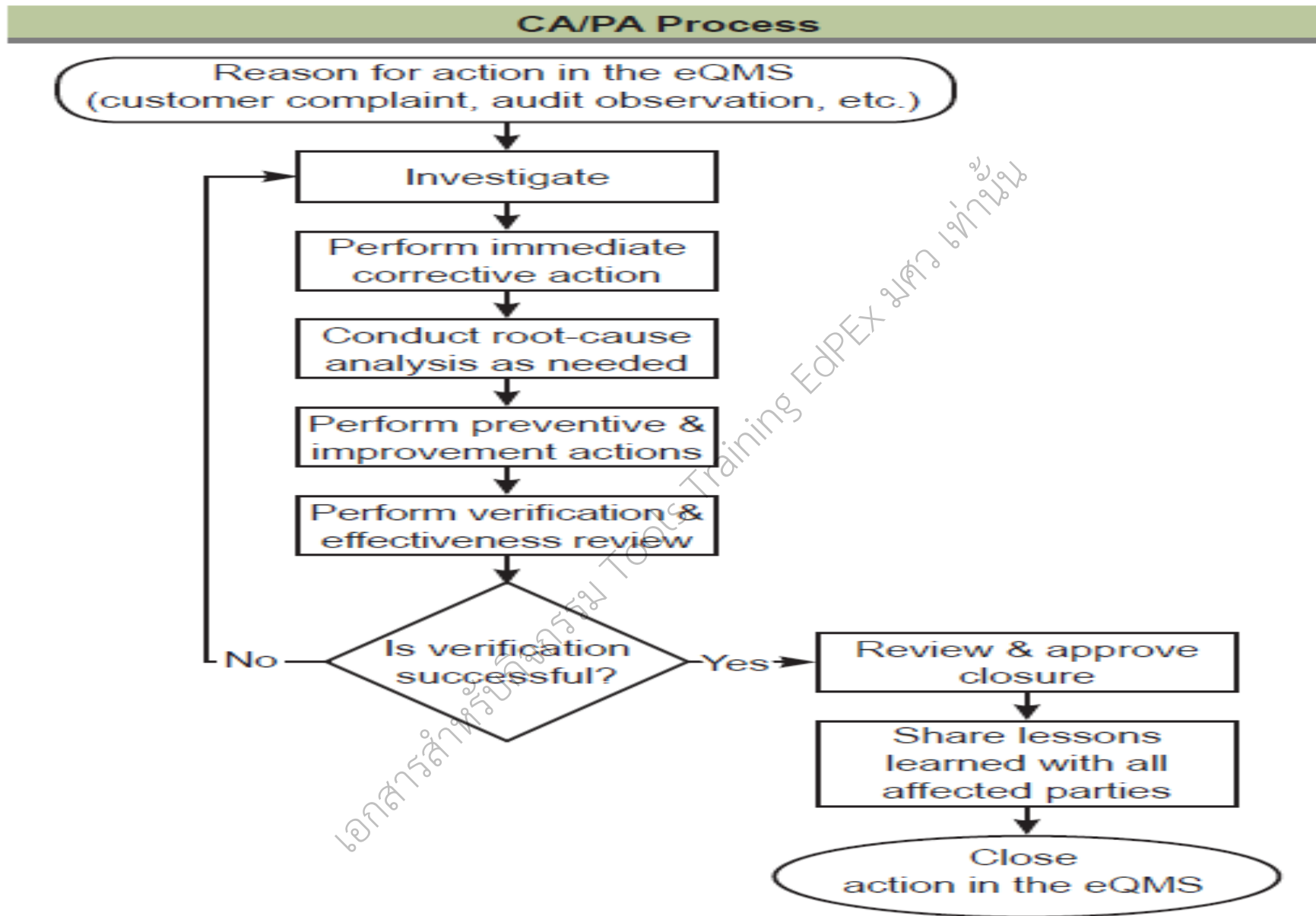


Figure 6.2–3 CA/PA process corrects deficiencies and prevents recurrences.