

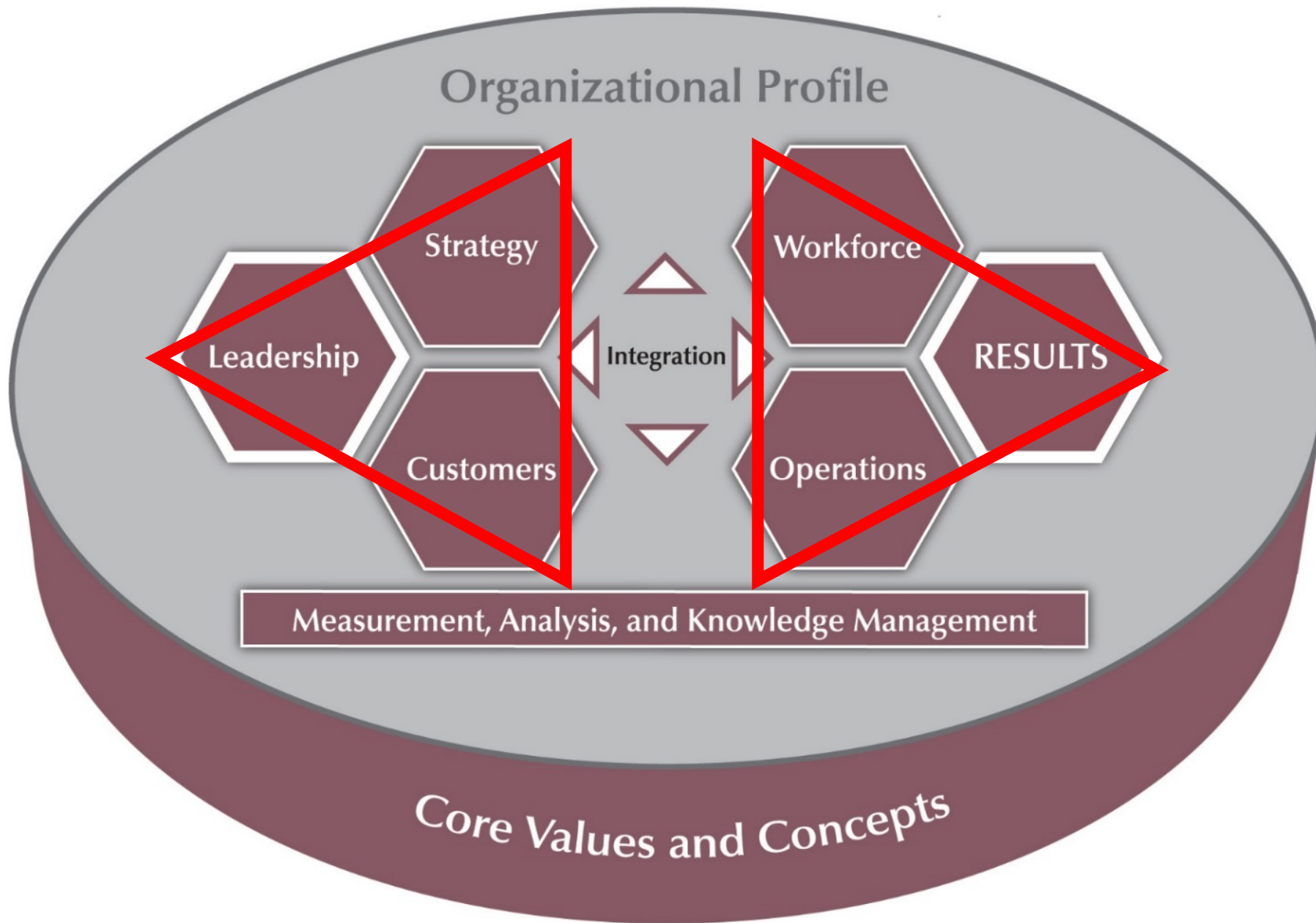


มหาวิทยาลัยมหิดล
มิ่งมิตรไมตรีคนดี

EdPEX Criteria Overview

รองศาสตราจารย์ ดร. ภก. สมภพ ประธานธูรารักษ์
รองอธิการบดีฝ่ายพัฒนาคุณภาพและบริการวิชาการ

ณ ห้องกันภัยมหิดล ศูนย์ประชุมมหิดลสิทธาคาร
24-26 มีนาคม 2564



From Baldrige Performance Excellence Program. 2015. *2015–2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance (Education)*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <http://www.nist.gov/baldrige>.

Delivering value and results

Systems perspective

Ethics and transparency

Visionary leadership

Societal responsibility

Student-centered excellence

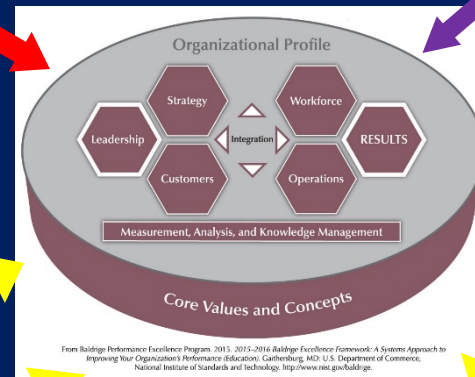
Management by fact

Valuing people

Managing for innovation

Organizational learning and agility

Focus on success



Core Values and Concepts

P.1 Organizational Description: What are your key organizational characteristics?

a. Organizational Environment

- (1) Product Offerings**
- (2) Mission, Vision, and Values**
- (3) Workforce Profile**
- (4) Assets**
- (5) Regulatory Requirements**

b. Organizational Relationships

- (1) Organizational Structure**
- (2) Customers and stakeholders**
- (3) Suppliers and Partners**

Organizational Profile

P.2 Organizational Situation: What is your organization's strategic situation?

a. Competitive Environment

- (1) Competitive Position**
- (2) Competitiveness Changes**
- (3) Comparative Data**

b. Strategic Context

- **strategic challenges**
- **strategic advantages**

c. Performance Improvement System

Organizational Profile

• How do your senior leaders lead the organization?

Lead

Actions:

- legal & ethical behavior
- an environment for success
- to achieve the organization's mission

**Communicate
/Engage**

- How do senior leaders set your organization's vision and values?
- How do senior leaders communicate with and engage the entire workforce, key partners, and key customers?
- How do senior leaders' personal actions demonstrate their commitment to legal and ethical behavior?
- How do senior leaders create an environment for success now and in the future?
- How do senior leaders create a focus on action that will achieve the organization's mission?

1.1 Senior Leadership

• How do you govern your organization and make societal contributions?

Responsible
governance

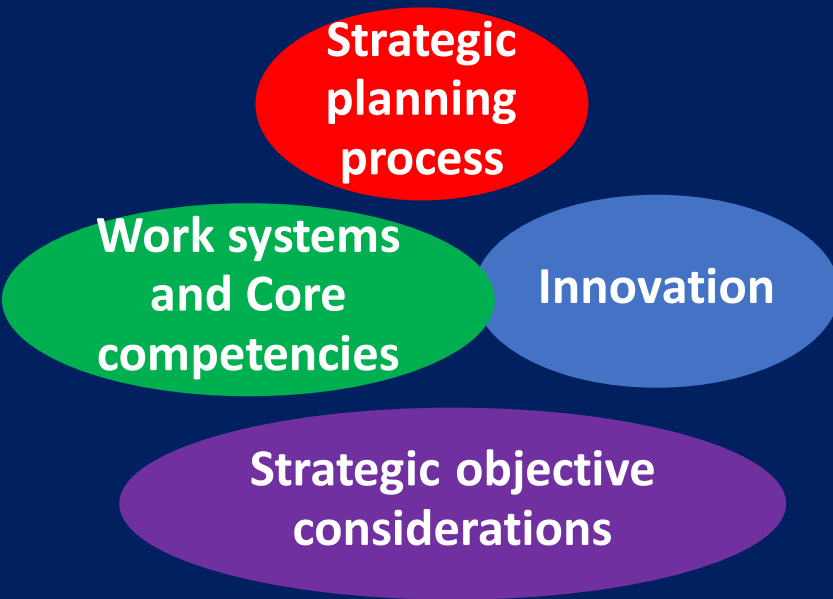
Legal &
ethical
behavior

Societal
Contributions

- How does your organization ensure responsible governance?
- How do you evaluate the performance of your senior leaders and your governance board?
- How do you address and anticipate legal, regulatory, and community concerns with your products and operations?
- How do you promote and ensure ethical behavior in all interactions?
- How do you consider societal well-being and benefit as part of your strategy and daily operations?
- How do you actively support and strengthen your key communities?

1.2 Governance and Societal Contributions

• How do you develop your strategy?



- How do you conduct your strategic planning?
- How do you collect and analyze relevant data and develop information for your strategic planning process?
- How does your strategy development process stimulate and incorporate innovation?
- How do you decide which key processes will be accomplished by your workforce and which by external suppliers and partners?
- What are your organization's key strategic objectives and timetable for achieving them?
- How do your strategic objectives achieve appropriate balance among varying and potentially competing organizational needs?

2.1 Strategy Development

• How do you implement your strategy?

Action plan implementation

Performance measures

Performance projection

Action plan modification

- What are your key short- and longer-term action plans?
- How do you deploy your action plans?
- How do you ensure that financial and other resources are available to support the achievement of your action plans while you meet current obligations?
- What are your key workforce plans to support your short- and longer-term strategic objectives and action plans?
- What key performance measures or indicators do you use to track the achievement and effectiveness of your action plans?
- For these key performance measures or indicators, what are your performance projections for your short- and longer-term planning horizons?
- How do you establish and implement modified action plans if circumstances require a shift in plans and rapid execution of new plans?

2.2 Strategy Implementation

- How do you listen to your customers and determine products and services to meet their needs?

Current and
Potential
Customers

Customer
Segmentation

Product
Offerings

- How do you listen to, interact with, and observe customers to obtain actionable information?
- How do you listen to potential customers to obtain actionable information?
- How do you determine your customer groups and market
- How do you determine product offerings?

3.1 Customer Expectations

- How do you build relationships with customers and determine satisfaction and engagement?

Customer relationships
and support

Customer
Satisfaction and
Engagement

Use of Voice-of-
customer-and
Market data

- How do you build and manage customer relationships with customers?
- How do you enable customers to seek information and support?
- How do you manage customers' complaints?
- How do you determine customers satisfaction, dissatisfaction, and engagement?
- How do you obtain information on customers' satisfaction with your organization relative to other organizations?
- How do you use voice-of-the-customer and market data and information?

3.2 Customer Engagement

- How do you measure, analyze, and then improve organizational performance?

Performance measurement

Performance analysis & review

Performance improvement

- How do you track data and information on daily operations and overall organizational performance?
- How do you select comparative data and information to support fact-based decision making?
- How do you ensure that your performance measurement system can respond to rapid or unexpected organizational or external changes and provide timely data?
- How do you review your organization's performance and capabilities?
- How do you project your organization's future performance?
- How do you use findings from performance reviews to develop priorities for continuous improvement and opportunities for innovation?

4.1 Measurement, Analysis, and Improvement of Organizational Performance

- **How do you manage your information and your organizational knowledge assets?**

Data & Information

- Quality

-Availability

Organizational Knowledge

- KM

- Best practices

- Org. learning

- How do you verify and ensure the quality of organizational data and information?
- How do you ensure the availability of organizational data and information?
- How do you build and manage organizational knowledge?
- How do you share best practices in your organization?
- How do you use your knowledge and resources to embed learning in the way your organization operates?

4.2 Information and Knowledge Management

- How do you build an effective and supportive workforce environment?

Workforce
capability &
capacity

Workplace
environment

Workforce benefits
& policies

- How do you assess your workforce capability and capacity needs?
- How do you recruit, hire, place, and retain new workforce members?
- How do you prepare your workforce for changing capability and capacity needs?
- How do you organize and manage your workforce?
- How do you ensure workplace health, security, and accessibility for the workforce?
- How do you support your workforce via services, benefits, and policies?

5.1 Workforce Environment

• How do you engage your workforce to achieve a high-performance work environment?

Workforce engagement

Organizational Culture

Performance management & development

- How do you determine the key drivers of workforce engagement?
- How do you assess workforce engagement?
- How do you foster an organizational culture that is characterized by open communication, high performance, and an engaged workforce?
- How does your workforce performance management system support high performance and workforce engagement?
- How does your learning and development system support the organization's needs and the personal development of your workforce members, managers, and leaders?
- How do you evaluate the effectiveness and efficiency of your learning and development system?
- How do you manage career development for your workforce and your future leaders?

5.2 Workforce Engagement

• How do you design, manage, and improve your key products and work processes?

Program, Service & Process design

Process management & improvement

Supply-network management

Innovation management

- How do you determine key educational program and service and work process requirements?
- What are your organization's key work processes?
- How do you design your educational programs and services and work processes to meet requirements?
- How does your day-to-day operation of work processes ensure that they meet key process requirements?
- How do you determine your key support processes?
- How do you improve your work processes to increase student learning, improve educational programs and services and performance, enhance your core competencies, and reduce variability?
- How do you manage your supply network?
- How do you pursue your opportunities for innovation?

6.1 Work Processes

- **How do you ensure effective management of your operations?**

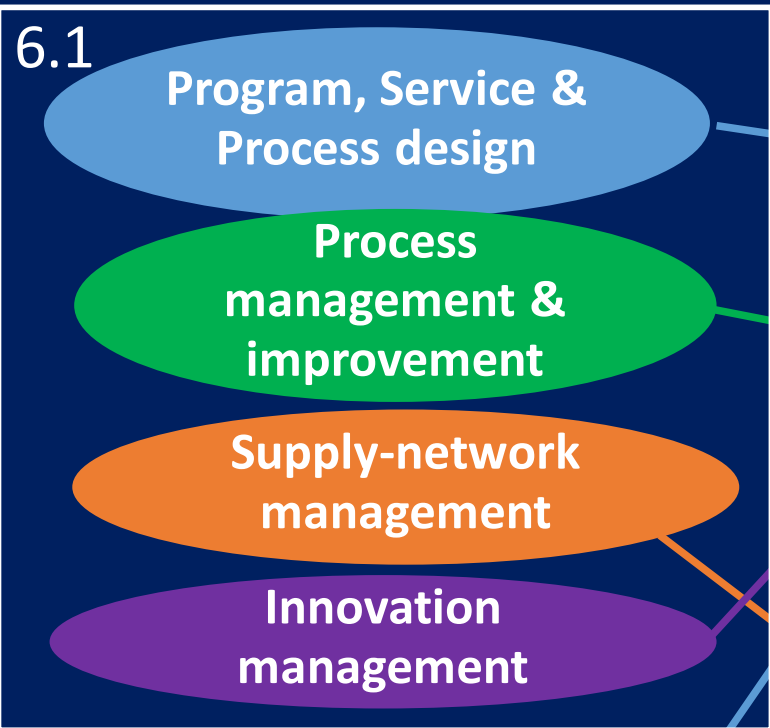
Process
Efficiency and
Effectiveness

Security and
Cybersecurity

Safety &
emergency
preparedness

- How do you manage the cost, efficiency, and effectiveness of your operations?
- How do you ensure the security and cybersecurity of sensitive or privileged data and information and of key assets?
- How do you provide a safe operating environment?
- How do you ensure that your organization is prepared for disasters or emergencies?

6.2 Operational Effectiveness



- What are your results for your products and your customer service processes?
- What are your process effectiveness and efficiency results?
- What are your safety and emergency preparedness results?
- What are your supply-network management results?

7.1 Product and Process Results

3.1

Current and
Potential
Customers

Customer
Segmentation

Product
Offerings

3.2

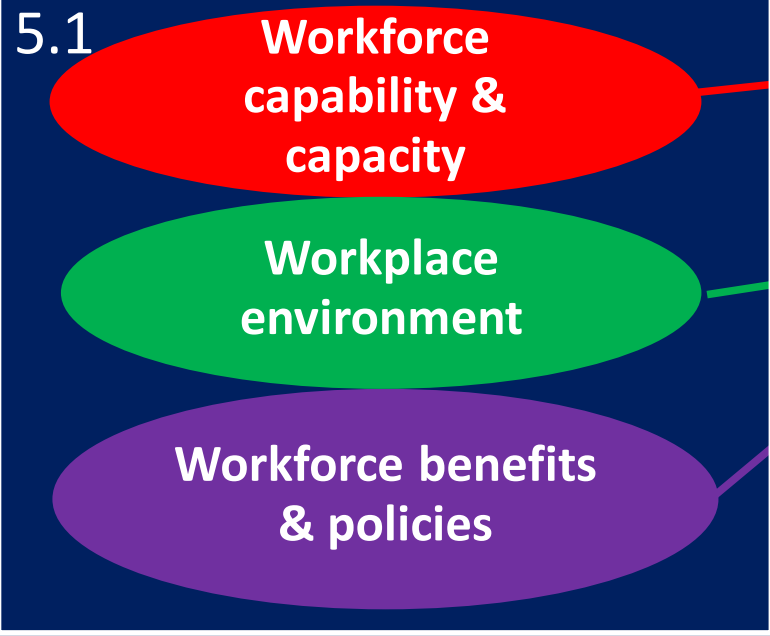
Customer
relationships and
support

Customer
Satisfaction and
Engagement

Use of Voice-of-
customer-and
Market data

- What are your customer satisfaction and dissatisfaction results?
- What are your customer engagement results?

7.2 Customer Results



- What are your workforce capability and capacity results?
- What are your workforce climate results?
- What are your workforce engagement results?
- What are your workforce and leader development results?

7.3 Workforce Results

1.1

Lead

**Communicate
/Engage**

Actions

1.2

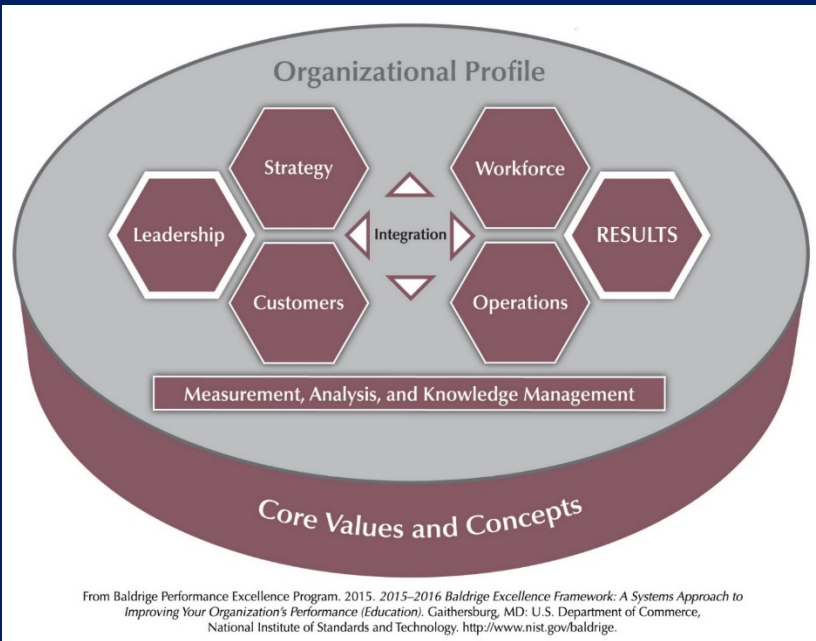
**Responsible
governance**

**Legal & ethical
behavior**

**Societal
contributions**

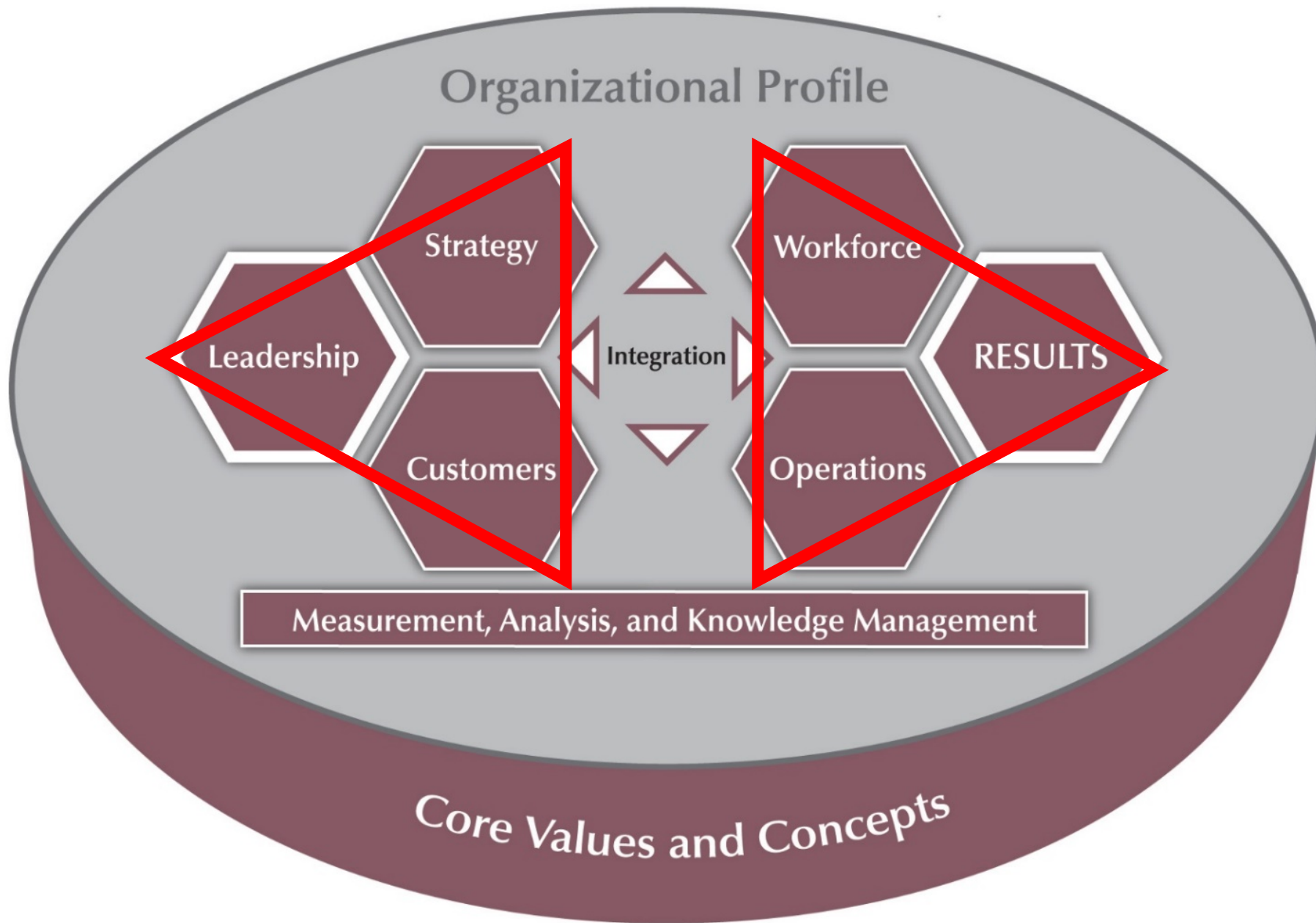
- What are your results for senior leaders' communication and engagement with the workforce, partners and customers?
- What are your results for governance accountability?
- What are your legal and regulatory results?
- What are your results for ethical behavior?
- What are your results for societal well-being and support of your key communities?

7.4 Leadership and Governance Results



- What are your financial performance results?
- What are your marketplace performance results?
- What are your results for the achievement of your organizational strategy and action plans?

7.5 Financial and Market Results



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Q & A

