

Office of Information Technology Services

VCU EdPEX Self-Assessment Report Guidelines

Academic Year 2022

Table of Contents

Contents	Page
Part I: Organizational profile	1
Part II: Processes	7
Category 1 Leadership	7
Category 2 Strategy	9
Category 3 Customers	11
Category 4 Measurement and Knowledge management	12
Category 5 Workforce	13
Category 6 Operation	16
Part III: Results 7.1-7.5.....	17

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Office of Information Technology Services

Academic Year 2022

Part I: Organization Profile

P.1 Organization Description

The Office of Information Technology Services (ITS) is responsible for delivering dependable and highly available network communication and IT-related services. Our primary objective is to support the university community in their quest for academic excellence by providing essential technology services that augment teaching, learning, and administrative efficiency.

As a trusted IT service support entity, we strive to ensure seamless connectivity and robust infrastructure to enable students, faculty, and staff to thrive in their educational endeavors.

Additionally, we are dedicated to optimizing administrative processes and workflows by delivering efficient IT solutions, enhancing the university operations with efficient in-house applications.

P.1a Organization Environment

P.1a1 Service Offering

The Office of ITS provides a range of critical services to support the university community. These services include:

- 1) Network infrastructure: We specialize in the design, implementation, and management of the university's network infrastructure. Our team ensures the availability and security of network connectivity services.
- 2) IT service support for teaching, learning and administrative operations: The Office of ITS is responsible for the administration and maintenance of the main data center, servers, and IT services. Our dedicated team ensures the smooth operation of these services to support teaching, learning, and administrative activities. Furthermore, we provide comprehensive technical support to address any IT-related issues or challenges faced by the university community.
- 3) In-house application development: The Office of ITS plays a key role in developing and maintaining a variety of in-house applications that support various university operations. These applications enhance administrative processes, streamline workflows, and contribute to overall operational efficiency.

P.1a 2 MISSION, VISION, VALUES, and Culture

Vision

An innovative Information Technology provider equipped with appropriate tools to deliver fast, flexible, and convenient services to enhance the efficiency of teaching and learning while supporting the broader mission of the university.

Mission

- 1) To establish a highly efficient information technology infrastructure that optimizes operational performance and supports organizational objectives.
- 2) To Provide technical support services encompassing a wide range of IT-related issues to ensure seamless resolution and optimal user experience.
- 3) To Develop software solutions of exceptional efficiency to effectively support and streamline university processes.

VALUES

- Commitment – Complete the requests as we committed and never leave the customer behind.
- Simplicity – Make it easy for the customer but also follow the rules and regulations.
- Evolution – Lifelong developing and learning.
- Teamwork – Working as a team and sharing with the team.

P.1a 3 Workforce Profile

Our team comprises a dedicated workforce of 35 employees spread across both university campuses. Many of our employees have been serving the university for over a decade, and their extensive experience and knowledge are invaluable to our success. The expertise and resilience of our employees enable us to efficiently manage our operations, even with limited resources. We also promote a culture of ongoing learning and growth, motivating our employees to adopt a mindset of lifelong learning.

P.1a 4 Asset

The Office of Information Technology manages and maintains both physical and software assets to support the university's computer network systems and IT-based services.

Physical Infrastructure: The Office of ITS takes responsibility for administering and maintaining the entire network infrastructure, including routers, switches, and servers. Additionally, we oversee the upkeep of on-premises hardware located in the Data Centre.

Projectors: The Office is entrusted with the maintenance of numerous projectors installed in classrooms and meeting rooms across both campuses. Presently, there are totally 456 projectors installed.

Computer Laboratory: The Office of ITS manages four computer laboratories situated across the two campuses. Equipped with approximately 225 Set computers, these laboratories serve as vital resources for regular classes as well as ad-hoc requests.

Examination Machine Service: Even though there are more online examinations but onsite examinations with multiple choices are still being used. We are responsible for helping instructors to check their examination papers and analyse for basic statistics.

In-house Software: As the university's software house, ITS takes responsibility for the development and maintenance of numerous in-house software applications. Currently, we oversee approximately 78 core systems or modules as shown in the table below.

Faculty / Office	Number of System
Bernadette de Lourdes School of Nursing Science	2
Institute for Research and Academic Services	1
Martin de Tours School of Management and Economics	5
Office of Human Resources Management	6
Office of Information Technology Services	5
Office of Policy, Planning and Quality Assurance	1
Office of the University Registrar	22
Office of the Vice President for Academic Affairs	1
Office of the Vice President for Administrative Affairs	1
Office of the Vice President for Legal and Privilege Affairs	2
Student Affairs	4
Albert Laurence School of Communication Arts	6
Assumption (Other)	9
AU Savings & Credit Cooperatives Limited	1
Central Library	4
Graduate School of Business and Advanced Technology Management	1
Graduate School of Human Sciences	1
Theophane Venard School of Biotechnology	1
Thomas Aquinas School of Law	1
Corporate Social Responsibility	1
Office of Financial Management and Office of Inventory Management	1
Total	78

Software: We responsible and manage the key software to support the university IT-based operations and services including:

1. Microsoft Windows (Operating System)
2. Microsoft Office 365 A3 and A1 plus
3. SAS enterprise (unlimited)
4. Adobe Creative Cloud (120 Licenses)

P.1a 5 Regulatory Requirements

The Office of Information Technology Services operates in strict adherence to university orders and regulations, ensuring compliance with essential laws governing our operations. In addition to university mandates, we are guided by the following important laws:

1. Computer Crime Act B.E 2560
2. Personal Data Protection Act B.E. 2562
3. Cyber Security Act B.E. 2562

Compliance with these laws and regulations significantly impacts our operations, particularly in terms of financial investments and operational procedures. Ensuring robust cybersecurity systems and adhering to legal requirements necessitate ongoing investments to meet the prescribed security standards. We continuously monitor and update our practices to effectively manage risks and improve our operational procedures in alignment with the legal framework.

P.1b Organizational Relationships

P.1b 1 Organizational Structure

The Office of Information Technology Services (ITS) is organized into three departments, each led by a department leader. The overall operations of the office are overseen by the director, who reports to the vice president of Information Technology and Communication.

The director assigns a dedicated team leader to each department, who serves as the primary point of contact and is responsible for overseeing all tasks within their respective department. These department leaders are entrusted with the management of their departments, including routine job control, monitoring, troubleshooting, and operational planning.

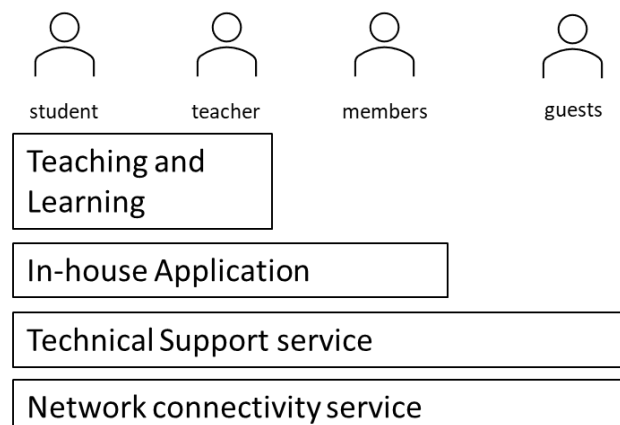
In this hierarchical structure, clear lines of responsibility and accountability are established, ensuring efficient coordination and effective execution of tasks across the different departments within the Office of ITS.

P.1b 2 Students, Other Customers, and Stakeholders

We serve two main types of customers: permanent and temporary. Our permanent customers include students, teachers, and other members of the university community. On the other hand, our temporary customers consist of VIP executive guests, guest speakers, students' parents, and others.

Regardless of customer type, we prioritize providing critical services such as reliable Internet connectivity and IT-related technical support. Our WiFi network covers approximately 80% of both campuses, with a focus on classroom areas, office spaces, meeting rooms, and event venues. Our dedicated technical support team is readily available to assist all visitors to the university, ensuring a seamless experience for everyone.

The figure below illustrates an overview of our customer and service relations.



P.1b 3 Suppliers and Partners

In accordance with the procurement regulations, the Office of Inventory Management is responsible for selecting suppliers for low-value purchases. For high-value purchases, a bidding process may be conducted to identify the supplier offering the best price, or the university procurement committee may directly select the supplier.

We maintain close oversight of the selected suppliers to ensure their adherence to the agreed-upon terms and assess their performance in areas such as on-time delivery, product quality, responsiveness, and compliance.

We encourage a cooperative partnership with all IT suppliers, inviting them to join us in discussions about future IT advancements and possible collaborations. We welcome seminars or training sessions offered by suppliers or their partners, as they provide valuable insights into emerging technologies and industry trends.

To deliver services to our stakeholders, the Office of ITS must work together with many partners as follows:

Critical Partners and Collaborators	
Office of the University Registrar	We are responsible to administrate the database and some backend utilities for registration-based services.
Office of Human Resources Management	We develop and maintain the HR management system.
Central Library	We are responsible as website administrators to deliver web contents to the intended audience.
Office of Financial Management Office of Inventory Management	We serve as the initial system administrators, working in cooperation with the software house responsible for developing the ERP system.

Critical Partners and Collaborators	
Bernadette de Lourdes School of Nursing Science	We develop and maintain
Institute for Research and Academic Services	We develop and maintain
Martin de Tours School of Management and Economics	We develop and maintain
Office of Human Resources Management	We develop and maintain the HR management system.
Office of Information Technology Services	We develop and maintain
Office of Policy, Planning and Quality Assurance	We develop and maintain
Office of the University Registrar	We are responsible to administrate the database and some backend utilities for registration-based services.
AU Savings & Credit Cooperatives Limited	Application

Central Library	We are responsible as website administrators to deliver web contents to the intended audience.
Office of Financial Management Office of Inventory Management	We serve as the initial system administrators, working in cooperation with the software house responsible for developing the ERP system.

P2. Organization Situation

P2.a Competitive Environment

P2.a 1 Competitive Position

In comparison to the other universities’ IT department units, most of their missions are similar, even not the same. However, public access to facilities and performance information is limited, and there is no dedicated ranking system specifically focused on IT performance. While information gathered from other universities is scarce, we have identified the following core competitive features that set us apart:

1. Network Bandwidth: Our network bandwidth of 3200/1000 bps provides a competitive advantage in delivering fast and reliable network connectivity. This ensures efficient data transfer and enables seamless access to online resources for our users.
2. Network Infrastructure: We have made significant investments in network infrastructure, ensuring that WiFi connectivity is available in approximately 80% of our functional areas. This robust infrastructure serves as a foundation for enhancing teaching and learning experiences through the integration of technologies.
3. On-Premises Data Center: Our on-premises data center equipped with appropriate computing resources offers us a competitive edge in terms of agility and scalability. This enables us to quickly deploy new servers and efficiently allocate resources based on demand. It also ensures optimal performance and responsiveness for our services.

Overall, our competitive position is strengthened by our robust network bandwidth, long-term infrastructure planning, and efficient utilization of our on-premises data center. These factors contribute to delivering high-quality services, meeting user expectations, and staying ahead in the rapidly evolving IT landscape.

P2.a 2 Competitiveness Changes

1. Changing Student Expectations: Students today have high expectations for technology-enabled learning experiences. They expect seamless access to digital resources, mobile-friendly platforms, online collaboration tools, and personalized learning experiences. If we can adapt fast and choose the right direction, this change will enable our opportunities to attract students, however it also costs a lot to invest at the same time.
2. Cybersecurity and Data Privacy: As universities handle vast amounts of sensitive data, including student records, research findings, and intellectual property, ensuring robust cybersecurity measures and data privacy compliance is important. A strong security posture and proactive approach to mitigating cyber threats can enhance the competitiveness of a university by safeguarding critical assets and building trust with stakeholders.

P2.b Strategic Context

P2.b 1 Strategic Challenges

1. Rapidly evolving technology: Technology advancements continue to reshape the landscape of higher education, requiring IT services to stay updated and aligned with the latest trends and innovations.
2. Growing demand for seamless and user-friendly digital experiences: Students, faculty, and staff expect easy access to online resources, learning management systems, and administrative services.
3. Security and privacy of sensitive data: Safeguarding significant data from cyber threats and maintaining compliance with data protection regulations presents a significant challenge for IT services.

P2.b 2 Strategic Advantages

1. Skilled and adaptable workforce: With a deep understanding of the university's processes, our employees are continuously committed to expanding their knowledge and keeping up to date with new technologies. This enables us to offer a wide range of services and remain agile in the face of change.
2. In-house software development expertise: Our team of experienced software developers empowers us to create customized applications that cater to the unique needs of our students and faculty members. Leveraging our in-depth knowledge of available physical resources, we can develop appropriate solutions that enhance the university's operational efficiency and meet the evolving demands of our stakeholders.

P2.c Performance Improvement System

The Office of ITS is dedicated to continuously enhancing its performance across all operational areas. This commitment is evident in the following initiatives:

- Systematic task management: The Office of ITS employs a robust system to effectively monitor and manage tasks, ensuring clear visibility of job statuses, including those that are open, in progress, and completed.
- Scheduled meeting routines: Each department holds regular monthly meetings with the director to provide updates on critical operations, resulting in effective communication and accountability.
- Annual survey: We conduct an annual performance and satisfaction survey to gather valuable feedback from our stakeholders. The survey results are carefully analyzed and discussed during the development of our operation planning, enabling us to address any concerns, identify opportunities for growth, and align our strategies with the needs and expectations of our stakeholders.

Part II: Processes

Category 1 – Leadership

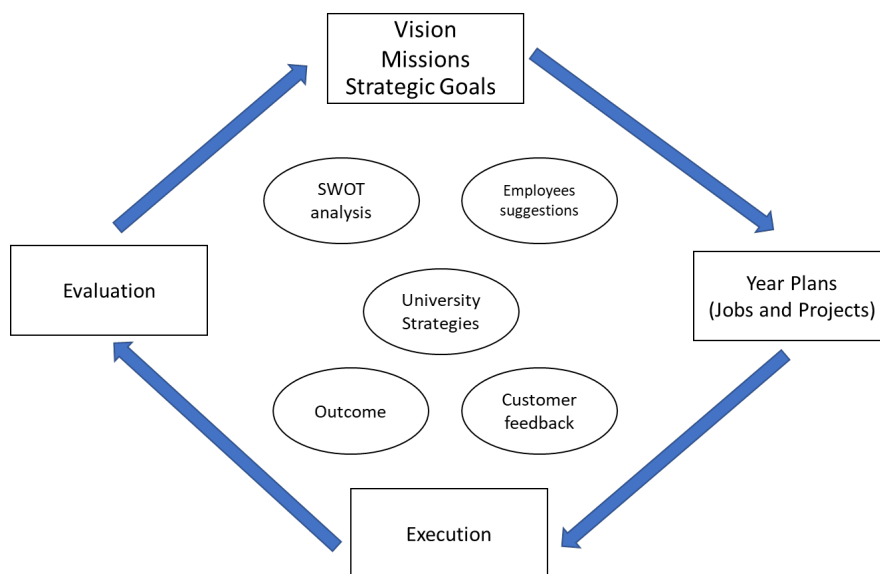
1.1 Senior Leadership

The director, in collaboration with the QT committee, formulates the organization's vision, missions, goals, and values, aligning them with the university's strategic plans and SWOT

analysis. Once finalized, the director communicates the new or revised vision, missions, goals, and values to all members of the organization, ensuring clarity and alignment.

The strategies will be delivered to all members via the Organization Meeting, then every department will develop the yearly plan aligned with the strategic. The plans will be finalized by the director and the QT committee.

The director will track all jobs and projects so they will be executed as planned. The director will be responsible for solving the problems that may occur during the execution according to his authority to ensure that every job and project will be done. The outcome from the jobs and projects will be mapped to the workforce performance to evaluate their performance.



The director delegates the administration responsibility of each department to the appointed department leader and grants them the authority to make a decision for its operational and personnel management.

Meetings had been conducted in several levels as follows:

Meeting	Participants	Meeting Purpose	Frequent.
Organization Meeting	everyone	<ul style="list-style-type: none"> Disseminating university policies and announcements. Engaging in discussions on vision, missions, goals, and achievements. Addressing critical reports and issues. 	6 months
QT Meeting	<ul style="list-style-type: none"> Director QT committee 	<ul style="list-style-type: none"> Tracking projects and tasks listed in the yearly plan (ASAP). Generating QA reports. Developing and revising strategic plans. 	3 months

		<ul style="list-style-type: none"> • Developing and revising ASAP. • Resolving cross-departmental issues. 	
Department Meeting	<ul style="list-style-type: none"> • Director • Department's members 	<ul style="list-style-type: none"> • Monitoring the progress of departmental jobs and projects. • Facilitating discussions to address challenges and obstacles. 	1 month

1.2 Governance and Societal Contributions

The department leader made mutual agreements in its department and applied them as unofficial rules and regulations so they can work in the same direction and reduce their conflict.

The director, as the order from the university, appointed a working group called "Quality Team" to be responsible for the Quality Assurance as well as being the member of the organization executive committee.

The director together with the QT committee developed all related regulations, policies, strategic plans, and yearly operation plans with the closely consult by the vice president before announcing as the official documents.

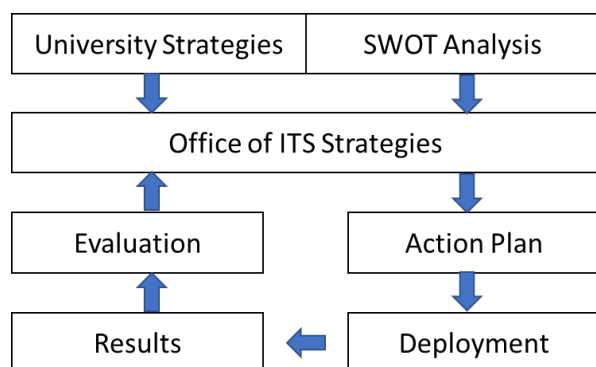
We evaluated the leader's governance via the internal employee satisfaction survey and the latest average score was 4.2.

The Office of ITS followed the guidance released by the university SDG committee as a part of their work such as cycling the used paper for unofficial documents if hard copy were required. We also provided some identical knowledge about IT and other interesting information to the public. Moreover, The Office of ITS contributed support to Huamak Police helping them develop websites and IT-related consultations.

Category 2 – Strategy

2.1 Strategy Development

Our strategic plans are formulated by aligning our vision and missions with the overall strategic plans of the university. To gain a comprehensive understanding of our current position, we conducted a SWOT analysis. This analysis allows us to identify any existing gaps or areas of improvement and enables us to develop strategies to address and narrow those gaps effectively.



The relationship between strategic goals and our visions and missions are as follows.

Strategic goals	Vision and Missions
Objective 1.1 Deliver a good teaching and learning experience with a fully functional smart classroom.	<ul style="list-style-type: none"> An IT provider equipped with appropriate tools to enhance the efficiency of teaching and learning.
Objective 2.1 The university internal processes and operations are improved with automatic process and workflow system.	<ul style="list-style-type: none"> To deliver fast, flexible, and convenient services to enhance the efficiency for supporting the broader mission of the university. To Develop software solutions of exceptional efficiency to effectively support and streamline university processes.
Objective 2.2 The university ICT services are secured and reliable.	<ul style="list-style-type: none"> To establish a highly efficient IT infrastructure.
Objective 3.1 The AU ICT and other department staffs have an up-to-date IT knowledge.	<ul style="list-style-type: none"> To Provide technical support services encompassing a wide range of IT-related issues to ensure seamless resolution and optimal user experience.

The Office of ITS conducts an annual revision of its strategic plans, taking into account the accomplishments of its projects. During the QT meetings, planning evaluation sessions are held to assess the outcomes of the strategic projects. Additionally, SWOP analysis is discussed to determine whether any adjustments or changes to the strategies are necessary. This iterative process ensures that our strategic plans remain dynamic and responsive to the evolving needs and goals of the organization.

2.2 Strategy Implementation

In implementing our strategic plans, the Office of ITS follows a structured and systematic approach to ensure effective execution.

- The yearly operation planning (ASAP) includes specific timelines for all strategic jobs and projects, ensuring clear guidelines for their execution.
- The QT meetings monitor the adherence to project timelines and track the progress of each job and project.
- Compliance with university regulations and resolutions from the procurement committee guide our procurement processes.

- Upon completion of a job or project, data collection is conducted to evaluate performance, aligning with the key performance indicators (KPIs) associated with each job and project.

There were totally 4 strategic projects proposed in academic year 2022 as follows (the project name is in Thai since they were in Thai when we submitted to the ASAP committee).

1. โครงการ 5.1 โครงการการอบรมพัฒนาบุคลากร
2. โครงการ 5.2 โครงการการอบรมความรู้ด้าน IT ให้แก่บุคลากรของมหาวิทยาลัย
3. โครงการ 6.5 โครงการการพัฒนาสารสนเทศของสำนักงาน ITS (Project and Job Management System)
4. โครงการ 8.9 โครงการการรักษาความมั่นคงปลอดภัยระบบโครงสร้างพื้นฐานเทคโนโลยีสารสนเทศของมหาวิทยาลัยอัสสัมชัญ

However, there were 2 projects carried out in academic year 2022 as follows:

1. โครงการ 5.2 โครงการการอบรมความรู้ด้าน IT ให้แก่บุคลากรของมหาวิทยาลัย
2. โครงการ 6.5 โครงการการพัฒนาสารสนเทศของสำนักงาน ITS (Project and Job Management System)

Category 3 – Customers

3.1 Voice of Customers

To ensure we meet the needs and expectations of our core customers, all members of the university community, we employ a systematic approach to gather their feedback through an annual survey. This survey is used to evaluate customer satisfaction, understand their specific needs, and address any concerns or complaints they may have. Once the survey period concludes, we analyze the results and generate a survey report. This report becomes a part of discussions during our Quality Team (QT) meeting sessions, where we strategize and plan improvements for the upcoming year.

3.2 Customer Engagement

We have established a range of service channels to provide comprehensive support to our customers. These service channels are accessible to all customers, including temporary guests.

	Communication Channels			
	telephone	email	Official Line account	On-site
Customers frequently access				
- Students	✓		✓	✓
- Instructors	✓	✓	✓	✓
- Staffs	✓	✓		✓
- Guests	✓			✓
Main communication purpose				
- Devices technical support			✓	✓
- User account services	✓		✓	✓
- Classroom issues	✓			
- Network connectivity	✓			✓
- Specific technical support	✓	✓	✓	✓
- Complains	✓	✓		✓

Generally, the telephone is the most preferred communication channel for all customers. They can contact our staff directly if they know the direct internal number. We set up a one stop service number, so-called help desk service, to handle all kinds of requests. The help desk staff will assist you until your issues are resolved.

Our official Line account has gained popularity as a preferred channel for technical assistance services. This is primarily due to its multimedia communication capabilities, which enable us to understand and address customers' issues more efficiently and effectively.

Category 4 – Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Improvement of Organizational Performance

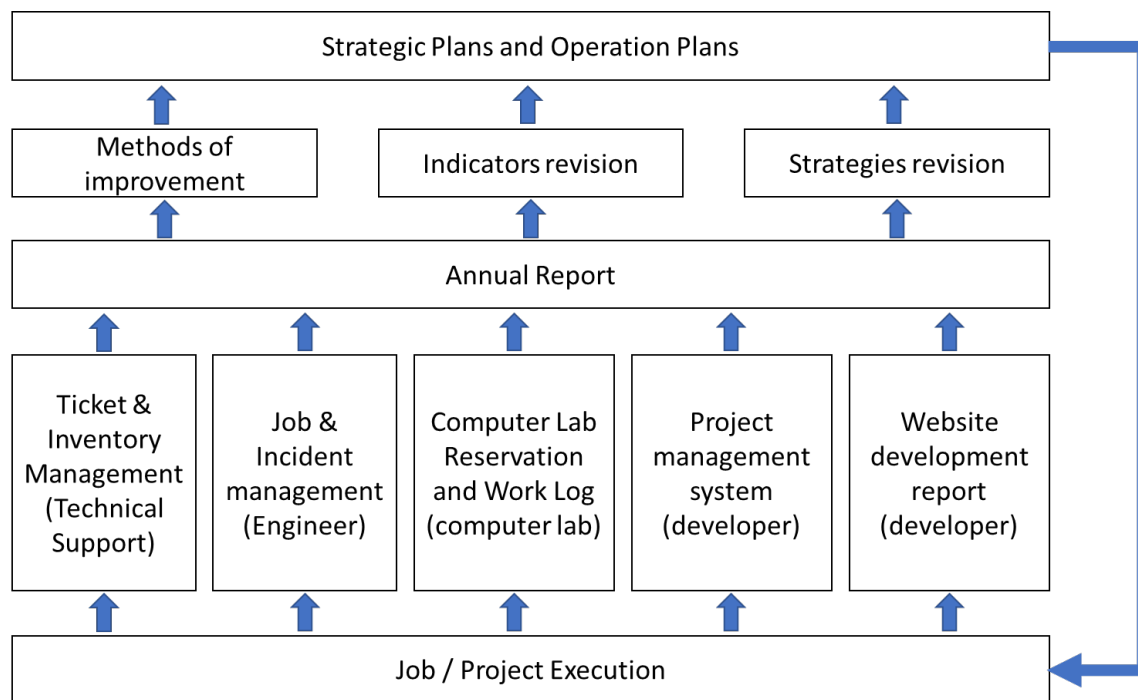
We have established KPIs at every level of our organization to monitor progress and ensure that we are effectively working towards our objectives. At the strategic level, our KPIs are designed to reflect our progress in achieving the overarching strategic goals of the Office of ITS. In addition to strategic KPIs, we have defined KPIs for our routine jobs and normal plans. These KPIs are more specific for the day-to-day operations and responsibilities of our teams. They measure our performance in executing tasks, meeting deadlines, delivering quality outputs, and ensuring operational efficiency.

The operational KPIs have been set based on our capabilities, capacities, and customer feedback. These KPIs will be revised every year during the ASAP development.

4.2 Information and Knowledge Management:

4.2.1 Information system

We employ a range of tools to collect data for measurements, depending on the specific nature of each job and project. Most of the data had been collected manually by either recording data into a management system or recording into files. During the department meetings, the director will monitor the situation with this data. At the end of year, this data will be analyzed to make a conclusion if the job or project achieved its criteria KPIs or not. The result will be reported in our Annual Report and will be used to revise our strategic plans for the incoming year.



4.2.2 Knowledge Management

To encourage knowledge sharing and collaboration, the Office of ITS has established a special task for each department. This task requires departments to create and contribute content once every three months, leveraging their expertise and knowledge for the benefit of others.

Recognizing the importance of capturing employees' experiences and insights, we have implemented an unstructured knowledge collection process. When employees encounter and successfully resolve technical problems, they are required to update the ticket or task management system. This ensures that unrefined knowledge is documented and accessible, facilitating future troubleshooting and learning opportunities.

To maintain the integrity of published documents, the Office has established content control measures. Once a document is published, only the content owner can request changes, which are evaluated by the director for importance. This ensures that content remains accurate and reliable, while allowing necessary updates to be made through an authorized process.

For formal content contributions, the department leader assumes the responsibility of revising and approving the content. This ensures that the content meets quality standards, aligns with organizational goals, and reflects the expertise of the department.

Category 5 – Workforce

5.1 Workforce Environment

Each job position has a clearly defined job description that outlines the roles, responsibilities, and required skills.

Through discussions and evaluation, the Director and the QT committee have determined the baseline competencies necessary for optimal job performance. Presently, the Office's workforce is operating at the minimum capacity levels defined for each job position.

The following tables describe the jobs and its current specific requirements.

Job Position	Capabilities
1.Network Engineering	<ul style="list-style-type: none"> • Strong knowledge in Network infrastructure, Network Security, and Data communication. • Strong knowledge of OSI layers and TCP/IP network. • Able to design network structure. • Basic knowledge of cloud computing concepts. • Excellent problem-solving and analytical skills.
2.System Engineering	<ul style="list-style-type: none"> • Strong knowledge of Linux and Windows Server • Well understanding of cloud computing technologies, their capabilities, and limitations. • Experience on Google cloud suit. • Experience of MS 365 cloud suit. • Excellent problem-solving and analytical skills.
3.Client Services	<ul style="list-style-type: none"> • Strong knowledge of Window operating system. • Strong knowledge in computer hardware components. • Able to dis-assemble and assemble PC to clean and change its part. • Good problem-solving and analytical skills
4.Computer Laboratory	<ul style="list-style-type: none"> • Moderate experiences of Window operating system • Able to apply tools to manage the computer laboratory reservation. • Good problem-solving skills.
5.Enterprise Information	<ul style="list-style-type: none"> • Strong knowledge of DBMS concept. • Able to use query language on Oracle and MSSQL • Able to adapt query language to other SQL-based DBMS. • Excellent problem-solving and analytical skills
6.Application Development	<ul style="list-style-type: none"> • Strong knowledge of coding concepts. • Experience of .NET programming language. • Basic knowledge of DBMS. • Basic query skill for MSSQL. • Basic performance testing and evaluation.
7.Web Development	<ul style="list-style-type: none"> • Strong knowledge of HTML. • Able to apply CSS on webpage. • Basic knowledge of Javascript. • Able to apply many development tools to create webpage. • Experience on Google analytic. • Able to create and manipulate graphics and images.

Regarding to the specific capabilities, these are generally requirements for all jobs:

- Able to communicate in English.
- Being a long-life learner.
- Capable to seeking for solutions from any resources.

- Good manner and being a service mind.

Job Position	Minimum capacity	Reason
1.Network Engineering	3	3 is minimum to operate the service in both campuses.
2.System Engineering	3	3 is minimum to operate the service in both campuses.
3.Client Services	7 at Suvarnabhumi 3 at Huamak	2 of them are working as help desk support so, 2 persons at Haumak campus is the minimum and 6 persons at Suvarnabhumi is minimum otherwise the waiting queue may be too long.
4.Computer Laboratory	3	3 persons for 3 computer laboratories
5.Enterprise Information	2	In such emergency case, there shall be at least 1 person available.
6.Application Development	7	There are a lot of active systems that must be maintained as well as many systems await to be developed.
7.Web Development	2	At this moment, there is one graphics designer and one website developer.

The Director and the QT (Quality Team) committee actively engage in workforce development discussions during the planning process. These discussions focus on identifying areas for improvement and aligning employee skills with organizational needs. By integrating workforce development into the planning phase, the Office demonstrates its commitment to enhancing employee capabilities and overall organizational effectiveness.

5.2 Workforce Engagement

The following practices contribute to a highly engaged workforce:

1. General Meetings:

Twice a year, The Office of ITS conducts general meetings where all members can participate. During the meeting, all members will be provided with an overview of the current situation, including any announcements and updates. Additionally, everyone will have the opportunity to share their concerns and raise any issues they may have during the meeting.

2. Department Meetings:

Monthly department meetings provide a dedicated forum for smaller-scale communications. The progress of jobs and projects will be reported to the director during this meeting.

3. QT Meetings:

At the executive level, QT (Quality Team) meetings are held every three months to address decision-making issues. The strategic objectives and goals will be revised as well as yearly operational plans also be discussed and developed during these meetings.

Workforce Evaluation System:

The Director and department leaders are responsible for evaluating members within their respective departments. Through a consensus-based approach, individual performance is assessed, considering key performance indicators and established criteria. The Director finalizes the evaluation, ensuring fairness and consistency across the organization.

Category 6 – Operations

6.1 Work Processes

The Office of ITS work processes can be categorized into 5 categories.

1. Trouble Shooting work processes.
2. Permission / Authorization request work processes.
3. Software development work processes.
4. New services / resources request work processes.
5. Infrastructure / Data center development work processes.

All our services fall in these categories even though there are some slightly different in details. The standard workflow of each work process will be revised in the coming academic year since they were first developed almost 10 years ago and some of them had been outdated.

6.2 Operational Effectiveness

The Office of ITS employed management tools to control the overall performance of our operations.

Technical Support management system: This system integrates a ticket management tool with an inventory management tool. This allows us to track the progress of tickets and monitor the usage of spare parts in our inventory.

Task management system: The Task management system is a separate system developed specifically for the Engineering department, as it requires different service details. Its main purpose is to track and oversee the services provided within the department, ensuring efficient management and control.

Development project management system: This system is a customized tool designed specifically for our development department. It serves as a project management tool customized to meet the specific needs and requirements within the university environment.

These tools are utilized by the department leaders and the director to enhance our operational efficiency. Additionally, they serve as unstructured knowledge base systems, enabling us to effectively address recurring incidents and minimize the time required for issue resolution.

Despite not directly managing the supply chain, the Office ensures efficient device repairment and spare part inventory through a well-defined budgeting process. We estimate the budget as a part of the operation plan development. For routine operations, we consider the actual budget spending, as well as the number of equipment involved and their current conditions, to arrive at an accurate estimation.

Part III: Results

Category 7 – Results

No.	Indicators	Units of measure	Academic Years		
			2020	2021	2022
7.1 Product and Process Results					
	Core network infrastructure uptime – The total core network infrastructure uptime (in minutes) in range of 365 days.	%	99	99	99
			99	99	99
	Core server's uptime – The total core servers' uptime (in minutes) in range of 365 days	%	99	99	99
			99	99	99
	Ontime Application Delivery – The percentage of applications or modules completed within deadline.	%	100	100	100
			100 (154/154)	100 (154/154)	100 (78/78)
7.2 Customer-Focuses Results					
	Customer satisfaction – The survey score of customer satisfaction.	Score	≥3.51	≥3.51	≥3.51
			4.10	4.10	4.16
7.3 Workforce-Focused Results					
	Workforce satisfaction – The survey score of employee's satisfaction. (overall)	Score	≥3.51	≥3.51	≥3.51
			4.40	0	4.03
	Development opportunity – The number of employees who got attend to webinar seminar or training classes.	Number	8	8	8
			0	10	8
7.4 Leadership and Governance Results					
	Leadership rating score – The survey score of employee's satisfaction (leadership section)	Score	≥3.51	≥3.51	≥3.51
			4.10	0	4.22
	Projects that can be executed as planed – The percentage of projects that can be executed as proposed in ASAP.	%	100	100	100
			37.50 (3/8)	55.55 (5/9)	รอประเมินผล 3 ก.ค.66
	Projects and jobs that achieved their KPIs – The percentage of executed jobs and projects that meet their criteria KPIs.	%	100	100	100
			81.81 (36/44)	89.13 (41/46)	95.34 (41/43)
7.5 Budgetary, Finance and Marketing Results					
	Different between estimated budget and actual budget – The gap in percentage between proposed estimated budget proposed in ASAP and actual budget.	%	100	100	100
			14.24 (4,979,775.13/ 34,962,458.83)	44.78 (6,783,933.00/ 15,148,719.84)	80.78 (11,979,459.92/ 14,830,595.44)