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ประจำปีงบประมาณ พ.ศ. ...........

**ค**

**สารบัญ**

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|  | **หน้า** |
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| **คำนำ** | ก |
| **สารบัญ** | ข - ค |
| **ส่วนที่ 1 บทนำ** |  |
| 1. ที่มาและพัฒนาการแผนบริหารความเสี่ยง ...(คณะ/สำนัก/สถาบัน)... | … |
| 2. กระบวนการจัดทำแผนบริหารความเสี่ยง ...(คณะ/สำนัก/สถาบัน)...  ประจำปีงบประมาณ พ.ศ. ........ | … |
| 2.1 การกำกับดูแลกิจการและวัฒนธรรมองค์กร (Governance and Culture)...(คณะ/สำนัก/สถาบัน)...  - วิสัยทัศน์  -ค่านิยมหลักองค์กร  - พันธกิจ  -อัตลักษณ์  - เอกลักษณ์  - ประเด็นยุทธศาสตร์ | … |
| 2.2 กลยุทธ์และวัตถุประสงค์องค์กร (Strategy & Objective Setting) | … |
| 2.3 เป้าหมายผลการดำเนินงาน (Performance) | … |
| 2.4 การทบทวนและปรับปรุง (Review & Revision) | … |
| 2.5 สารสนเทศ การสื่อสาร และการรายงาน (Information, Communication   & Reporting) | … |
| 3. การบริหารความเสี่ยง...(คณะ/สำนัก/สถาบัน)...  3.1 นโยบายการบริหารความเสี่ยงของ (คณะ/สำนัก/สถาบัน)...  3.2 กรอบแนวทางในบริหารความเสี่ยง  3.3 วัตถุประสงค์ในการดำเนินงานบริหารความเสี่ยง  3.4 ปัญหาอุปสรรคในปีที่ผ่านมา | … |
| **ส่วนที่ 2 แผนบริหารความเสี่ยง ...(คณะ/สำนัก/สถาบัน)... ประจำปีงบประมาณ พ.ศ. ........** | … |
| 2.1 .............(ชื่อความเสี่ยง)..................................................................................   2.2 .............(ชื่อความเสี่ยง).................................................................................. | … |
| **ภาคผนวก** |  |
| **ภาคผนวก ก** ขั้นตอน แนวทาง และปฏิทินการจัดทำแผนบริหารความเสี่ยง   ...(คณะ/สำนัก/สถาบัน)... | … |
| **ภาคผนวก ข** รูปภาพการประชุมคณะกรรมการบริหารความเสี่ยง ...(คณะ/สำนัก/สถาบัน)... | … |
| **ภาคผนวก ค** คำสั่งแต่งตั้งคณะกรรมการบริหารความเสี่ยง ...(คณะ/สำนัก/สถาบัน)... | … |

**ส่วนที่ 1  
บทนำ**

**1. ที่มาและพัฒนาการแผนบริหารความเสี่ยง ...(คณะ/สำนัก/สถาบัน)...**

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**2. กระบวนการจัดทำแผนบริหารความเสี่ยง ...(คณะ/สำนัก/สถาบัน)...**

**ประจำปีงบประมาณ พ.ศ………..**

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**2.1 การกำกับดูแลกิจการและวัฒนธรรมองค์กร (Governance and Culture)**

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**2.2 กลยุทธ์และวัตถุประสงค์องค์กร (Strategy & Objective Setting)**

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**2.3 เป้าหมายผลการดำเนินงาน (Performance)**

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**2.4 การทบทวนและปรับปรุง (Review & Revision)**

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**2.5 สารสนเทศ การสื่อสาร และการรายงาน (Information,Communication & Reporting)**

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**3. การบริหารความเสี่ยงมหาวิทยาลัยราชภัฏสกลนคร**

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**3.1 นโยบายการบริหารความเสี่ยง**

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**3.2 กรอบแนวทางในการบริหารความเสี่ยง**

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**3.3 วัตถุประสงค์ในการดำเนินงานบริหารความเสี่ยง**

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**3.4 ปัญหาอุปสรรคในปีผ่านมา**

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**ส่วนที่ 2**

**แผนบริหารความเสี่ยง ...(คณะ/สำนัก/สถาบัน)...  
ประจำปีงบประมาณ พ.ศ. ......**

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| **ความเสี่ยง** | **ประเภทความเสี่ยง** | **พันธกิจที่เกี่ยวข้อง** | **ยุทธศาสตร์ที่เกี่ยวข้อง** | **เกณฑ์ประเมินมาตรฐาน** | | **ระดับความเสี่ยง** |
| --- | --- | --- | --- | --- | --- | --- |
| **โอกาส** | **ผลกระทบ** |
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**Bow-Tie Diagram**

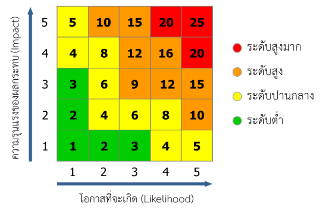
|  |  |
| --- | --- |
| ประเมินความเสี่ยง | |
| โอกาส × ผลกระทบ | ระดับความเสี่ยง |
|  |  |

**4**

**วิธีการควบคุม/ลดผลกระทบในปัจจุบัน**

**แบบวิเคราะห์ความเสี่ยง Bow-Tie Diagram**

|  |  |
| --- | --- |
| **สิ่งที่ดำเนินการในปัจจุบัน** | **ผู้รับผิดชอบ** |
| 1. |  |
| 2. |  |
| 3. |  |



**2**

**5**

**แผนการจัดการความเสี่ยง***(สิ่งที่จะดำเนินการ +ระยะเวลา+ ผู้รับผิดชอบ)*

**ปัจจัยเสี่ยง - สาเหตุเสี่ยง**

|  |
| --- |
| **ปัจจัยเสี่ยง - สาเหตุเสี่ยง** |
| 1. |
| 2. |
| 3. |
| 4. |

|  |  |  |
| --- | --- | --- |
| **สิ่งที่จะดำเนินการ** | **ระยะเวลา** | **ผู้รับผิดชอบ** |
| 1. |  |  |
| 2. |  |  |
| 3. |  |  |
| 4. |  |  |
| 5. |  |  |

**1**

**3**

**ผลกระทบของความเสี่ยง**

**6**

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| --- |
| **ผลกระทบความเสี่ยง** |
| 1. |
| 2. |
| 3. |

**ดัชนีชี้วัดความเสี่ยง (KRI) + ค่าเป้าหมาย***(แจ้งเตือนภัยก่อนเกิดเหตุการณ์ความเสี่ยง)*

**7**

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| **KRI** | **ค่าเป้าหมาย** |
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|  |  |
|  |  |

**เป้าหมายความเสี่ยงที่ยอมรับได้ (Risk Appetite)**

………………………………………………………………………………………………………………………………………………………………

**แบบ** **SNRU-ERM 1**

**แบบกำหนดเกณฑ์มาตรฐานการประเมินความเสี่ยง**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ความเสี่ยง (1)** | **ระดับ** | **เกณ์โอกาส (2)** | | **เกณฑ์ผลกระทบ (3)** | | |
| **โอกาสที่จะเกิด** | **คำอธิบาย** | **ระดับ** | **ผลกระทบ** | **คำอธิบาย** |
|  | 5 | สูงมาก |  | 5 | รุนแรงที่สุด |  |
| 4 | สูง |  | 4 | ค่อนข้างรุนแรง |  |
| 3 | ปานกลาง |  | 3 | ปานกลาง |  |
| 2 | น้อย |  | 2 | น้อย |  |
| 1 | น้อยมาก |  | 1 | น้อยมาก |  |

**เกณฑ์มาตรฐานระดับความเสี่ยง (Degree of Risk/Risk Matrix)**

**สูงมาก**

**ผลกระทบของความเสี่ยง**

**5**

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|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  | **5** |

**สูง**

**3**

**4**

**2**

**ปานกลาง**

**1**

**4**

**3**

**1**

**2**

**น้อย/น้อยมาก**

**โอกาสที่จะเกิดความเสี่ยง**

**แผนบริหารความเสี่ยง คณะ/สำนัก/สถาบัน ประจำปีงบประมาณ พ.ศ. ...................**

**แบบ** **SNRU-ERM 2**

**หน่วยงาน** ..............................................................................................................

**สอดคล้องกับภารกิจมหาวิทยาลัย 🗆** 1.ด้านการเรียนการสอน **🗆** 2.ด้านวิจัย  **🗆** 3.ด้านบริการวิชาการ **🗆** 4. ด้านทะนุบำรุงศิลปวัฒนธรรม **🗆** 5. ด้านบริหารจัดการ

**ด้านของความเสี่ยง** **:** 🞎 **กลยุทธ์ (S)** 🞎 **การปฏิบัติงาน (O)** 🞎 **การเงิน (F)**  🞎 **กฎหมายและข้อกำหนดผูกพันองค์กร (C)** 🞎 **อื่น ๆ** …………………………

|  |  |  |  |  |  |  |  |
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| **ความเสี่ยง**  **(1)** | **ปัจจัยความเสี่ยง/สาเหตุความเสี่ยง**  **(2)** | **แหล่งที่มา**  **(3)** | | **กลยุทธ์/แนวทาง**  **การจัดการความเสี่ยง**  **(4)** | **โครงการ/กิจกรรม (5)** | **งบประมาณ**  **(6)** | **ระยะเวลา ผู้กำกับดูแล/**  **ผู้รับผิดชอบ (7)** |
| **ภายใน** | **ภายนอก** |
|  |  |  |  |  |  |  | **ระยะเวลา :** **ผู้กำกับดูแล :** **ผู้รับผิดชอบ:** |

**ภาคผนวก**

**ภาคผนวก ก**

ขั้นตอน แนวทาง และปฏิทินการจัดทำแผนบริหารความเสี่ยง   
 ...(คณะ/สำนัก/สถาบัน)...

**ภาคผนวก ข**รูปภาพการประชุมคณะกรรมการบริหารความเสี่ยง  
...(คณะ/สำนัก/สถาบัน)...

**ภาคผนวก ค**คำสั่งแต่งตั้งคณะกรรมการบริหารความเสี่ยง ...(คณะ/สำนัก/สถาบัน)...ประจำปีงบประมาณ พ.ศ. …………