

# **Award of the SERVICOM Index**

**Report of  
SERVICOM Compliance Evaluation of  
University of Nigeria Nsukka (UNN),  
Enugu State.**

November 14, 2011

# **EXECUTIVE SUMMARY**

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF  
UNIVERSITY OF NIGERIA NSUKKA (UNN),  
ENUGU STATE.**

**Date of Evaluation:** 14<sup>th</sup> – 16<sup>th</sup> November, 2011

**Score:** 0.9 out of 4; (22.5%)

**Ranking:** One Star (\*) Service

**Description:** Poor

### **Findings**

#### **Strength:**

- The University provides free internet connection to students, which enables them carry out further research in their various fields of studies
- The University provides corporate social responsibility to the local community through provision of pepper dryer, water and health care services
- The University has an FM Radio Station that covers the campus and environs for information dissemination

#### **Weakness:**

- Some University facilities (Hostels; Okpara Hall etc and lecture rooms; Department of Geography etc) were observed to be in a state of disrepair due to poor maintenance and neglect over the years. This does not create a conducive environment for learning
- Some toilet facilities inspected during the visit were observed to be in dysfunctional and unhygienic conditions oozing out offensive smell, especially female hostels. As a result, some students are forced to use buckets and polythene which could further constitute health hazards
- Some students complained of bureaucratic bottlenecks at the point of registration due to long queues and non-availability of staff at registration points to attend to them. This delays the registration process causing it to interfere with their lectures

- The University does not have a standard for waiting times for its services e.g. release of results, to see the doctor (at the clinic), process of issuance of transcripts and certificates (an ex-student that graduated 1991 said she had been visiting the University to collect her certificate but to no avail) etc. This causes unnecessary delays as some students were seen hanging around the campus weeks after completion of their studies
- The University does not actively encourage comments and suggestions from staff and its diverse customer groups which was evident by the absence of a feedback mechanism and lack of response to comments and complaints from staff (e.g. complaints from hall supervisors on security and dysfunctional accommodation facilities). This discourages comments from staff that could lead to service improvement
- The Student Union Government (SUG) in UNN which serves as a voice for students has in the past two years been banned. This indicates that University Management does not have plans for systematic consultation with students for the purpose of adapting services to suit their needs
- The University does not have specific, measurable, achievable and realistic, time bound (SMART) performance targets for the Departments and Units. This implies that there is no performance monitoring system for service improvement
- The academic records of students are not properly organised and archived as files and sensitive documents were seen stacked on the floor mutilated. This is largely responsible for delay in the processing of transcripts as records are difficult to retrieve
- The University does not have a customer care policy to guide both academic and non-academic staff on treatment of customers e.g. promptness, courtesy, politeness, responsiveness etc
- Some non academic staff were observed to be rude and insensitive to the needs of customers. This could be demoralising to the students and also give a negative first impression to first time visitors to the University
- Some students complained that the University authority is not responsive to complaints on missing scripts and results, and as such, students spend extra semesters or years before graduating

## **Recommendations:**

- The Management of the University should extend the ongoing renovation exercise to include other facilities in the campus such as the building housing department of Geography and hostels that were observed to be in a bad state like the Okpara Hostel. This would create a conducive environment for learning
- Adequate toilet facilities should be provided in the hostels and kept clean for the use of students to avoid unhealthy and indecent behaviour on the part of students
- The University Management should ensure that personnel responsible for attending to students at different registration points are available during registration. There is also the need to provide extra staff to assist during peak hours characterised by long queues. This would guarantee faster registration
- Management should establish and publish standard waiting times for the University services. For example, release of results, processing of transcripts, seeing a doctor at the clinic etc. This would demonstrate that management is committed to providing prompt services and also provide a bases for curtailing delays
- In order to successfully transform the University of Nigeria Nsukka there is need for Management to carry all stakeholders along. This can only be achieved by implementing and sustaining a feedback mechanism that would ensure that comments from stakeholders are captured and used to improve the services of the University
- The key customers of the University are students and services are provided based on their needs. It is therefore imperative for Management to listen to the students if services must be adapted to suit such needs. This can only be achieved by creating a forum where representatives of the students could communicate any comments from students
- Performance targets should be developed for staff, Departments and Units to provide a framework for measuring performance at different levels. This would enhance the overall performance of staff, Departments and Units and also

provide a bases for implementing a reward system as well as benchmarking with other Universities

- There is need for Management to pay urgent attention to the way academic records of students are kept in the University by providing cabinets with locks for storage and easy retrieval of such records. There is need to also computerise the storage of students' records as this would ensure ease of retrieval and backup can be created. This is very critical if the University of Nigeria Nsukka would improve processing of transcripts and be listed as ICT-driven
- Management should develop and publicise a customer care policy document that communicates UNN's standards on treatment of customers, e.g promptness, politeness, responsiveness and courtesy. This would further enhance staff courtesy
- Management should ensure compliance with the University's customer care policy by all staff both academic and non-academic. This could be achieved formerly through training and informally by providing exemplary leadership and constant reminders to staff of the need to be courteous
- Management of UNN should pay more attention to justifiable complaints from students especially exams related complaints. Handling complaints in any organisation is critical to providing excellent services and certain anomalies or grey areas could be exposed and dealt with. This is also indicative of how sensitive and empathetic Management is to students

## Conclusion

The SERVICOM Index awarded to the University of Nigeria Nsukka is **0.9** out of **4.0 (22.5%)** which represents **One star (\*)** and indicates **'Poor' service delivery**. Although this is still far from praiseworthy, it is our belief that the University would aim at continuous improvement on the quality of service delivered to its customers.

# **MAIN REPORT**

## 1.0 Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of University of Nigeria Nsukka (UNN), Enugu State. Compliance has been measured against the SERVICOM Index, a yardstick for measuring the quality of service as delivered by Government through its various Ministries, Departments, Parastatals and Agencies.

The SERVICOM Index is predicated on the facts that:

- The ultimate purpose of governance is to serve citizens;
- citizens have the right to be served right;
- service is well delivered only when citizens are satisfied; and
- The Federal Government is committed to the provisions of SERVICOM (Service Compact with All Nigerians) as a programme to improve service delivery throughout the country.

Customer Satisfaction is the overriding consideration of service delivery. Extensive research, consultations and surveys have shown that customer satisfaction is broadly driven by five (5) Drivers, listed further below. The selected service window University of Nigeria Nsukka (UNN) has been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners (First Bank & ETF), reviews of key documents and observations made at the service window. The overall Index score for the University has been calculated as weighted average for the scores evaluated for each driver. The weight of importance attached to each driver is as follows:

- Service Delivery - 30%
- Timeliness - 24%
- Information - 18%
- Professionalism - 16%
- Staff Attitude - 12%

## 2.0 Acknowledgements

We acknowledge the co-operation of the following for their contributions in the course of the evaluation exercise:

1. Prof. (Mrs.) Ruqayyah Ahmed Rufa'i Minister, Federal Ministry of Education



2. Mr. Ezenwo Nyesom Wike	Hon Minister of State, Education
3. Prof. Nicholas A. Damachi	Permanent Secretary, Education
4. Prof. Julius A. Okojie	Executive Secretary, National Universities Commission
5. Prof. Bartholomew N. Okolo	Vice Chancellor, University of Nigeria Nsukka
6. Prof. Isaac U. Asuzu	Deputy Vice Chancellor (Academic), University of Nigeria Nsukka
7. Okonta A. I.	Registrar, University of Nigeria, Nsukka
8. Ndu Gabriel C.	Communication Secretary to the Vice Chancellor
9. Charles O. Omekwu	Librarian, University of Nigeria Nsukka
10. Prof. Chidi Onyia	Nodal Officer, University of Nigeria, Nsukka
11. Rev. Dr. H. E. Ichoku	Ag. DAP
12. Prof. P. E. Chigbu	Dean, School of Post Graduate Studies
13. Prof. O. K. Onyeoku	Dean, Student Affairs
14. Engr. Dr. Chigbo A. Mgbemene	Development Officer, University of Nigeria, Nsukka
15. Dr. Kenneth C. Ofokansi	Development Officer, University of Nigeria, Nsukka

### **3.0 Terms of Reference**

The University of Nigeria Nsukka was selected for SERVICOM Compliance Evaluation following a Presidential directive that all Government Ministries, Departments and Agencies be evaluated for SERVICOM Index Compliance.

The Mandate of the SERVICOM Compliance Evaluation team is to identify those areas or actions that can bring immediate or urgent improvement in services to citizens.

### **4.0 Methodology**

The University of Nigeria Nsukka, commonly referred to as UNN, is a federal university located in Nsukka, Enugu State, Nigeria. Founded in 1955 and formally opened on 7 October 1960, the University of Nigeria has four campuses – Nsukka, Enugu and Ituku-Ozalla – located in Enugu State and one in Aba, Abia State,

Nigeria.

The University of Nigeria was the first full-fledged indigenous and first autonomous university in Nigeria, modeled upon the American educational system. The university has 15 Faculties and 102 academic departments. The University offers 82 undergraduate programmes and 211 postgraduate programmes.

The University of Nigeria Nsukka provides services to its customers through the following service windows, namely:

- Academic services
- University Library
- Medical Centre
- Registrar's Office
  - Exams and Records
  - Admissions and Registration
- Student Affairs
  - Accommodation
- Community services
  - Lion water
  - Lion FM
  - University Press
  - University Primary School
  - University Secondary School
- Sports
- Security
- ICT Centre

The service windows of the University vary significantly. To get a good representation, we considered that we should inspect service windows that:

- Have high or low volume of customers
- Provide full or limited range of essential services

Therefore, the following service windows were selected for evaluation:

- Academics
- Exams and Records
- Library
- Admissions and Registration
- Clinic
- Accommodation

The SERVICOM team for this evaluation consisted of two SERVICOM Officers and a staff of the Federal Ministry of Education as observer and two members of staff of the University.

Evidence was gathered at the above service windows through customer interviews, discussions with staff, discussions with partners, review of key documents and general observations. The websites of SERVICOM office; [www.servenigeria.com](http://www.servenigeria.com) and UNN; [www.unn.edu.ng](http://www.unn.edu.ng) were also used for the research.

Given the particular nature of the services provided by UNN it was important to evaluate further evidence by, observations, mystery shopping and reviewing the following documents:

- Academic Regulation
- Library User's Guide
- Guidelines for Staff Appointment and Promotion (The yellow Book)
- Minutes of meeting
- Faculty of Engineering Prospectus

## **5.0 Findings**

The findings presented in this section comprise of an Index score which indicates the quality of service delivery found at the University of Nigeria Nsukka, Enugu State.

### **5.1 University Service Charter**

- ✓ The University of Nigeria Nsukka has some of its service standards stated in various documents such as academic regulations and the official website [www.unn.edu.ng](http://www.unn.edu.ng) etc. However, there is no formal document in the

form of a Service Charter.

### **5.1.2 Recommendation**

Based on the finding above, the following recommendations are provided to assist the University come up with a customer-focused Service Charter:

- ✓ Management should develop a suitable service charter for the University. This would serve on one hand as a guide to staff on the level of quality service they are expected to provide and on the other hand the expectations of students (both prospective and current) and other users of the University's services
  
- ✓ An abridged version of the charter should be produced in the form of pamphlets and flyers for display at all service points of the University for wider reach
  
- ✓ The content should be properly arranged with specific details in the following order:
  - ◆ Introduction/Background
  - ◆ Vision
  - ◆ Mission
  - ◆ Services Rendered
  - ◆ List of customers (inter, intra and public)
  - ◆ Performance target/customers expectations
  - ◆ Obligations of customers
  - ◆ Complaints/Grievance Redress Mechanism
  - ◆ Stakeholders participation in service provision
  - ◆ Special needs provision
  - ◆ Existing limitations
  - ◆ Charter Review

## **5.2 Index score**

The table below summarises the results of the evaluation. Based on these, we have calculated a composite score for the University. The overall Index score for the

University of Nigeria, Nsukka is **0.9 out of 4 or 22.5%**.

**Description: Poor**

	<b>Score for University of Nigeria Nsukka.</b>
<b>Overall Index score</b>	<b>0.9</b>
<b>Service Delivery</b>	<b>1.0</b>
1 - Standards & practices / performance	0.7
2 - Reception experience	1.5
3 - Complaints & grievance redress	0.9
<b>Timeliness</b>	<b>0.6</b>
1–Standards & practice/performance	0.5
2 – Customer friendliness	0.7
<b>Information</b>	<b>0.9</b>
1 – Information	1.6
2 - Customer feedback	0.3
<b>Professionalism</b>	<b>1.0</b>
1 – Transparency	0.9
2 – Efficiency	1.1
<b>Staff Attitude</b>	<b>0.6</b>

### 5.3 Key findings

The following observations have been made on the quality of service delivery provided by the University of Nigeria, Nsukka which we feel need to be addressed as a matter of urgency.

### 5.3.1 Service Delivery

- The University of Nigeria Nsukka does not have a SERVICOM Unit as directed by the Federal Government of Nigeria. This can be viewed as non-compliance with Federal Government's directive
- Some students complained of bureaucratic bottlenecks at the point of registration due to long queues and non-availability of staff at registration points to attend to them. This delays the registration process causing it to interfere with their lectures
- Students complained of inadequate water supply especially in the hostels thereby causing long queues. This can lead to some students going late to class or even missing their lectures
- The University does not have a viable refuse management system and some parts of the University environment were seen littered with refuse. This could affect health of staff and students of the University and impart negatively on the values of students
- Some University facilities (Hostels; Okpara Hall etc and lecture rooms; Department of Geography etc) were observed to be in a state of disrepair due to poor maintenance or neglect over the years. This does not create a conducive environment for learning
- Students complained that the University has not made provision for conveniences in the Library and around lecture rooms. This could cause discomfort to students, disrupt academic activities and possibly health challenges in the long run
- Some toilet facilities inspected during the visit were observed to be in dysfunctional and unhygienic conditions oozing out offensive smell, especially female hostels. As a result, some students are forced to use buckets and polythene which could further constitute health hazards
- The University does not have a complaints management framework which communicates the procedure for handling complaints and the person responsible for handling such complaints
- Consideration has not been given to the access needs of students with physical disability as lecture rooms, hostels and University Library were observed to be without access ramps

- There are no directional signs to guide customers to various service points and offices around the University campus especially visitors and new students

### **5.3.2 Timeliness**

- The University does not have a standard for waiting times for its services e.g. release of results, to see the doctor (at the clinic), process of issuance of transcripts and certificates (an ex-student that graduated 1991 said she had been visiting the University to collect her certificate but to no avail) etc. This causes unnecessary delays as some students were seen hanging around the campus weeks after completion their studies

### **5.3.3 Information**

- There is no adequate information on the registration procedure for new students at the point of commencement of registration. This leaves new students at a loss on what to do or where to go next
- The University does not actively encourage comments and suggestions from staff and its diverse customer groups which was evident by the absence of a feedback mechanism and lack of response to comments and complaints from staff (e.g. complaints from hall supervisors on security and dysfunctional accommodation facilities). This discourages comments from staff that could lead to service improvement
- The Student Union Government (SUG) in UNN which serves as a voice for students has in the past two years been banned. This indicates that University Management does not have plans for systematic consultation with students for the purpose of adapting services to suit their needs
- The University does not carry out regular customer satisfaction surveys to determine the perception of students, staff and partners for the purpose of service improvement
- The official rates of the University's services are not clearly displayed at the appropriate service outlets where such charges apply, especially for new students and those applying for transcript. This could give room for sharp practices

#### **5.3.4 Professionalism**

- The University does not have specific, measurable, achievable and realistic, time bound (SMART) performance targets for the departments and units. This implies that there is no performance monitoring system for service improvement
- The academic records of students are not properly organised and archived as files and sensitive documents were seen stacked on the floor mutilated. This is largely responsible for delay in the processing of transcripts as records are difficult to retrieve
- Some students complained that the University authority is not responsive to complaints on missing scripts and results, and as such, students spend extra semesters or years before graduating
- The University Management does not keep proper record of complaints received over a period of time with details of actions taken for the purpose of collating, analysing and publishing the summary of such complaints. This affects the ability to identify trends and areas of service failure
- Staff and students of the University do not wear name and identification badges for easy identification and for security purposes
- A summary of budget and expenditure as well as audit report are not published in the public domain for the purpose of accountability and transparency
- There is no documented business improvement plan with details of actions, activities, projects and programmes that demonstrate how the University Management aims to improve its services over a period of time

#### **5.3.5 Staff Attitude**

- The University does not have a customer care policy to guide both academic and non-academic staff on treatment of customers e.g. promptness, courtesy, politeness, responsiveness etc
- Some non academic staff were observed to be rude and insensitive to the needs of customers. This could be demoralising to the students and also give



a negative first impression to first time visitors to the University

#### **5.4.0 Additional findings**

- The organisational chart of the University was not displayed at service/strategic points to provide insight especially to visitors on the structure and communication channels of UNN
- Some students complained that some staff do not explain delays and interruptions to services and they are often left to wonder when they will be attended to. This action subjects students to distress and further creates a negative perception of the Institution

### **6.0 Recommendations**

The following recommendations are provided in order to suggest actions that can be taken which could directly lead to improvements in service delivery. In this report, we are unable to comment on general constraints relating to physical or human resources, or structural and systemic issues, which may or may not lead to improvements in services.

#### **6.1 Key Recommendations**

##### **6.1.1 Service Delivery**

- The Management of the University should set up a SERVICOM Unit with full complement of staff to carry out the prescribed service improvement activities in the University. This would align the University with the Federal Government's directive
- The University Management should ensure that personnel responsible for attending to students at different registration points are available during registration. There is also the need to provide extra staff to assist during peak hours characterised by long queues. This would guarantee faster registration
- The University Management should ensure adequate water supply especially to the hostels where it is in high demand by providing alternative sources of water e.g. boreholes to complement the tankers. This would reduce to a large

extent, the distress experienced by students who waste valuable time on long queues and cleaners in keeping the hostels clean and free from unpleasant smell

- The University Management should design and implement a refuse disposal system that ensures proper disposal and collection of refuse at all points around the campus. This could be achieved by providing trash cans at strategic points for regular collection by trash trucks and by creating a culture of cleanliness using appropriate slogans
- Processing of transcripts and certificates should be accelerated by computerising the storage and retrieval of academic records and proper archiving of physical files. This, along with online payment systems would further provide a platform for online processing of applications for transcripts thereby making it possible for Nigerians to apply for transcripts from any location in the world
- The Management of the University should extend the ongoing renovation exercise to include other facilities in the campus, e.g the building housing department of Geography and hostels that were observed to be in a bad state, e.g Okpara Hostel. This would create a conducive environment for learning
- The University should make provision for toilets in the Library and departmental buildings for students' use during reading and lectures to avoid the discomfort experienced by students and minimise distractions to academic activities
- Adequate toilet facilities should be provided in the hostels and kept clean for the use of students to avoid unhealthy and indecent behaviour on the part of students
- Management should put in place a well publicised complaints management system to guide staff on how to handle complaints and inform potential complainants on the procedure and available channels for making complaints. This would demonstrate that management is committed to adapting services to meet the needs of customers
- To facilitate easy access to service points of the University (e.g. Hostels, medical centre, Library, lecture rooms etc) by the physically challenged, there

is need for the provision of access ramps at the entrance of such buildings

- Directional signs should be installed from the main gate and at strategic points around the campus to guide customers to service points and office locations, especially new students and visitors. This would improve easy access to University services

### **6.1.2 Timeliness**

- Management should establish and publish standard waiting times for the University services. For example, seeing a doctor at the clinic, release of results, processing of transcripts etc. This would demonstrate that management is committed to providing prompt services and also provide a bases for curtailing delays

### **6.1.3 Information**

- The difficulty experienced by students during registration should be lessened by providing detailed registration procedure on the University website to be printed by students along with the payment slip and on the other hand, staff in charge of different registration points should be supervised to ensure availability to attend to students
- In order to successfully transform the University of Nigeria Nsukka there is need for Management to carry all stakeholders along. This can only be achieved by implementing and sustaining a feedback mechanism that would ensure comments from stakeholders are captured and used to improve the services of the University
- The key customers of the University are students and services are provided based on their needs. It is therefore imperative for Management to listen to the students if services must be adapted to suit such needs. This can only be achieved by creating a forum where representatives of the students could communicate any comments from students
- In addition to regular consultations with student representatives, Management should plan and implement regular customer satisfaction surveys as a means of ensuring that comments from a representative sample of students, staff and partners are also captured. This would help in evolving the University to world

class

- Management should ensure all official fees and charges of the University are well publicised using different channels e.g the University website, display at all service outlets especially during admissions and registration etc. This would promote transparency and discourage extortion

#### **6.1.4 Professionalism**

- Performance targets should be developed for staff, Departments and Units to provide a framework for measuring performance at different levels. This would enhance the overall performance of staff, Departments and Units and also provide a bases for implementing a reward system as well as benchmarking with other Universities
- There is need for Management to pay urgent attention to the way academic records of students are kept in the University by providing cabinets with locks for storage and easy retrieval of such records. There is need to also computerise the storage of students' records as this would ensure ease of retrieval and backup can be created. This is very critical if the University of Nigeria Nsukka would improve processing of transcripts and be listed as ICT-driven
- Management of UNN should pay more attention to justifiable complaints from students especially exams related complaints. Handling complaints in any organisation is critical to providing excellent services and certain anomalies or grey areas could be exposed and dealt with. This is also indicative of how sensitive and empathetic Management is to students
- As part of service improvement plans of Management, there is need to keep records of all categories of complaints for further analysis and reporting. This could reveal trends that would further provide insight into possible grey areas
- There is need for Management of UNN to enforce wearing of identification cards by staff and students. This would enhance easy identification as well as provide bases for improving security in UNN which is a key service provision
- A summary of budget and expenditure as well as audit report of the University should be published for the benefit of stakeholders. This promotes probity and transparency and elicit confidence in the Management of the University on

the part of stakeholders

- A strategic/business improvement plan should be developed with details of actions, programmes and projects to show how Management intends to promote scholarship and academic excellence in the University of Nigeria Nsukka over a period of time

#### **6.1.5 Staff Attitude**

- Management should develop and publicise a customer care policy document that communicates UNN's standards on treatment of customers e.g promptness, politeness, responsiveness and courtesy. This would further enhance staff courtesy
- Management should ensure compliance with the University's customer care policy by all staff both academic and non-academic. This could be achieved formerly through training and informally by providing exemplary leadership and constant reminders to staff of the need to be courteous

#### **6.2.0 Additional Recommendations**

- Management should ensure that organisational chart of the University is well publicised to give stakeholders insight into the structure and communication channels of the University
- Staff at all levels should learn to give explanations to customers when there are circumstances that may bring about delays or interruptions to service delivery. This would go a long way to cushion the negative psychological effect of such interruptions in customers and also show that the University is sensitive to staff and students

### **6.2 Service Improvement Planning**

Although the question of how these recommendations might best be implemented is a Management issue for the University, the SERVICOM Office through the SERVICOM Institute will work with the Management of the University and the SERVICOM Unit to develop and guide the implementation of appropriate Service Improvement Plans.

### **6.3 Conclusion**

The SERVICOM Index awarded to the University of Nigeria, Nsukka is **0.9 out of 4** which represents **One star (\*)** and indicates **'Poor' service delivery**. Although this is still far from praiseworthy, it is our belief that the University would aim at continuous improvement on the quality of services delivered to the citizens.