

The People's Right to Be Served Right
Award of the SERVICOM Index

Report of
**SERVICOM Compliance Evaluation of
Bayero University Kano (BUK)
Kano State**

National Universities Commission (NUC)

November 14, 2011

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF BAYERO UNIVERSITY KANO (BUK).

Date of Evaluation: November 14, 2011

Score: 2.1 out of 4 (52.5%)

Ranking: 2 Star (**)

Description: Fair

Findings:

Strength:

- The University provides cabled internet and wireless services around its various libraries and campuses. The presence of e-Granary and MITOCOW enable students, staff and researchers access million documents globally for better knowledge generation and dissemination by students, lecturers and researchers.
- BUK recognizes its dependence on other organizations such as Nigerian Universities Commission, Mac-Arthur Foundation, NYSC, etc. and actively seeks partnership with them through regular meetings and consultations on service delivery improvements
- Trainings, seminars, workshops, etc. are provided internally and internationally to both teaching and non-teaching staff of the University with a view to up-dating their knowledge, skills, etc. in order to provide quality service to students/customers
- BUK has the biggest library in the country with a seating capacity of five thousand (5000) persons. The University Libraries are well stocked with current books, journals and magazines for better learning and research
- A good relationship exists between the University and the local community. As part of its corporate social responsibilities, the University awards scholarship to

children who academically excel from the local community; provides advice and guidance on entrepreneurship development to the local entrepreneurs in the community; provides extension service to farmers, etc.

- To keep fit, healthy and mentally alert, the University is upgrading its sporting facilities and constructing additional ones. This ensures the physical and mental fitness of staff and students to deliver or receive quality service
- There is adequate waiting area for students at the Students Affairs Office for the comfort of the students as they wait to be attended to. This enhances their reception experience
- Developmental projects e.g. lecture rooms, etc. are being put in place to improve and increase the current facilities at the University for better service delivery.

Weakness:

- Conveniences (toilets) are not kept clean in the hostels and class room areas. In the hostels, some of the toilets have their doors broken and in the state of disrepair. This may cause infection and affects the sanitary condition of the University
- The SERVICOM Unit of the University does not have full complement of Staff to function optimally; at the time of the Evaluation, only ONE staff and a messenger were available in the Unit. This affects the effectiveness of the Unit in driving the Service Delivery Initiative of the Federal Government in BUK
- There is inadequate water supply particularly at the new site e.g. in the hostels. This makes life difficult for students staying at the new site
- Most of the students live off campus, this subjects this class of students to stress as most of them have to shuttle from far places to the University. This may cause lateness to lectures and could affect their academic activities
- The service charter of BUK was not produced in line with SERVICOM approved guideline; and is not in booklet, flier and abridged forms or posted on the BUK website for the benefit of the primary and secondary customers of the University.

As such Customers are not aware of its existence. This affects the information requirement of the students and other customers on services and expected standards

- The University does not conduct customer satisfaction surveys regularly on all its customer groups with a view to assessing how they perceive its service; this does not give the University the opportunity to receiving feedback on how well it is serving its different customer groups
- Awareness of the SERVICOM principles is very low among staff and students of the University; as such most of them do not know what the initiative can do for them towards improved quality service
- Summary of complaints received, action taken and their analysis over a period of time is not published for the customers to know if their complaints are being acted upon with a view to improve service delivery
- Some students interviewed complained of missing scripts; this affects the proficiency of BUK in providing quality service delivery to students
- The University has not produced and displayed a customer care policy to guide staff on how to relate and interact with their customers when they come for service

Recommendations:

- Management should constantly monitor to ensure that hostels and toilets are well maintained and are kept clean at all times; this will make them more habitable, user friendly and will improve the sanitary condition of the University
- Full complement of staff (Nodal Officer, Complaint/customer Relations Officer, Charter Desk Officer and Service Improvement Officer) and adequate working facilities should be provided to the SERVICOM Unit of the University to function optimally, this will enable the Unit to function effectively in driving the service delivery initiative of the Federal Government
- The management of BUK should pursue the delivery of the three (3) water tankers it procured and put same to maximum use. This will ensure constant

water supply and will make life much easier for the students particularly those at new site

- The Management should vigorously follow up on the Public Private Partnership with the Private Company it was discussing on the provision of additional hostels; this will lead to more accommodation for students and will enhance their learning activities
- The service charter of BUK should be produced in line with SERVICOM approved guideline; booklet, flier and abridged forms and posted on the BUK's website for the information requirement of the students and other customers on services provided by the BUK and expected standards
- The University should regularly conduct customer satisfaction surveys on all its customer groups with a view to assessing how they perceive its service and for service improvement purposes. Questionnaires, comment cards, etc. can be used for this purposes
- Regular sensitisation of all staff and students should be conducted to create awareness on SERVICOM and its activities; this will make them know its relevance and it will do to them towards improved service delivery.
- Summary of complaints received, action taken and their analysis over a period of time should be published for the customers to know whether their complaints are acted upon for service improvement purposes
- The University should improve on its handling of results students' examination scripts; this will add to its proficiency in delivering quality services to students
- The University should produce and display a customer care policy to guide staff on how to relate and interact and their customers when they come for service

Conclusion

The SERVICOM index awarded to Bayero University Kano (BUK) is **2.1 out of 4.0 (52.5%)** which represents **Two Star (**)** and indicates **'Fair'** service delivery. Although this is still far from praiseworthy, it is our belief that BUK would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.

MAIN REPORT

1.0 Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of the Bayero University, Kano (BUK). 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 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 several drivers, listed further below. BUK has been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners, review of key documents and observations made at service windows. The overall Index score for BUK has been calculated as a weighted average of 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 Acknowledgement

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

1. Prof. Ruqqayatu A. Rufa'i - Hon. Minister, Fed. Min. of Education
2. Mr. Ezenwo Nyesom Wike- Minister of State, Fed. Min. of Education
3. Prof. Nicholas A. Damichi - Permanent Secretary, Fed. Min. of Edu.
4. Prof Julius A Okojie - Executive Secretary, NUC
5. Prof. A. A. Rasheed - Vice-Chancellor (BUK)
6. Prof. Abdulrashid Garba - Deputy Vice-Chancellor (Administration)
7. Prof. M. Y. Bello - Deputy Vice Chancellor (Academics)
8. Mal. Sani Ibrahim - Registrar
9. Mal. Sule Popoola - Ag. Bursar
10. Mal. M. Hassan K/Na'isa - Ag. Librarian
11. Prof. M. O. Bhadmus - Dean, Student Affairs
12. Prof. M.S. Sule - Dean, Faculty of Science
13. Dr. Maigari Abdu - Sub-Dean, Faculty of Education
14. Mal. Mijinyawa Sabo - Secretary, Post Graduate Studies
15. Dr. M. S. Ado - Director, Health Services
16. Dr. Maryam Waziri - Chief Medical Officer, New Site Clinic
17. Mal. Ibrahim Bichi - Former Head, Automation
18. Mal. Mohd T. Abdullahi - System Analyst, Library
19. Mr. Adrew Adejoh - MSU, Federal Ministry of Education
20. Mr. Vitalis Offor - PSU, National Universities Commission
21. Mal. A.S. Shanono - Ag. Nodal Officer, BUK

3.0 Terms of Reference

BUK was selected for SERVICOM Index Compliance evaluation following a Presidential directive that all Government Departments and Agencies (MDAs) 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 Bayero University Kano (BUK) was founded in 1960 as Ahmadu Bello College. This name was, however, changed to Abdullahi Bayero College in the 1962. In 1975, Abdullahi Bayero College was raised to the status of a University College with the right to award degrees on behalf of Ahmadu Bello University. In 1977, the Federal Government of Nigeria made all University Colleges in the country full-fledged Universities. Thus Abdullahi Bayero College dropped “Abdullahi” and “College” and became simply Bayero University. The Bayero University Kano (BUK) is the second most populated University in the North West part of Nigeria with over thirty thousand (30,000) students and nine (9) Faculties. The University provides teaching, research and community services to the citizens. Its other services to the citizens include the following:

- Processing of admissions for intending undergraduate and Postgraduate students
- Producing list of suitably qualified students for admission
- Preparing admission letters for suitably qualified students
- Providing exams I.D. cards for students
- Conducting examinations for students
- Storing academic records of both old and new students
- Investigation of examination claims
- Classroom and lecturer theatres management
- Provision of suitable accommodation
- Provision of health care services to the citizens/customers
- Provision of community services, etc.

The BUK provides services to the customers/students through the following service windows:

- Office of the Vice Chancellor
- Registrar's Office
- Bursary Department
- Academic Planning Unit
- Security Division
- Academic Division
- Library
- NUnet
- MIS
- University Sports Directorate
- Student Affairs Division
- Admission, Examination and Records Office
- University Health Services, etc.

The service windows of the National Universities Commission vary significantly. To get a good representation, we considered that:

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

Therefore, the following service frontlines were selected for evaluation:

- Student Affairs
- Registrar's Office
- Lecture rooms
- Library Department
- Health Service Department
- Examination and Records Department

The SERVICOM team for this evaluation consisted of two (2) SERVICOM Officers, and two (2) Staff, one each from the Federal Ministry of Education and National Universities Commission as well as Ag. Focal Officer of the Bayero University, Kano as observers.

Evidence was gathered through customer interviews, discussions with staff and partners, reviews of key documents and general observations.

Given the particular nature of the services provided by BUK it was also important to evaluate further evidence by conducting mystery shopping exercises, administering questionnaires, and conducting interviews with its partners (NYSC, Mac Arthur Foundation, BUK Alummni, Sky Bank, etc). The website of SERVICOM Office www.servenigeria.com and BUK www.buk.edu.ng were also used for research.

The key documents reviewed include:

- BUK Annual Report, 2009
- BUK Students Hand book
- Strategic Work Plan
- BUK service Charter
- BUK Audited Report, 2009
- Bayero University Quarterly News
- BUK Library User Guide
- APER Form
- BUK News Bulletin
- Minutes of Meeting with Staff and Stakeholders
- Algaita Annual Journal
- BUK Training Records, etc

5.0 Findings

The findings presented in this section comprise of an Index score, observations on the Service Charter and on the quality of service delivery found at the several service

windows.

5.1 Charter Evaluation

The report of the service charter of Bayero University Kano is **Unsuitable**.

5.1.1 Findings on Service Charter:

- Service Charter is not produced in booklet, flier and abridged forms for the benefit of the students/customers. As such, customers/students are not aware of its existence and its relevance in service delivery process
- There is no indication of consultation stakeholders in the provision of services to customers in order to capture their views
- There are no clear indications of existing limitations in service delivery provisions to guide the expectation of service takers
- Details of whom to complain in case of service failure is not stated in the Charter e.g. name, address, office and telephone number of complaints desk officer
- Management and staff obligations are not stated in the Charter
- Review date of the service charter is not stated in the charter to ensure regular updates
- The contents of the service charter is not arranged in line with SERVICOM approved guideline

5.1.2 Recommendations for improving Service Charter

- The Service Charter should be produced in booklet, flier and abridged forms for the benefit of the customers. It should also be posted on BUK's website for wider publicity. This will enable customers have access to it and understand its relevance in the service delivery process of BUK
- There should be indication of consultation with stakeholders in the provision of service to students/customers to ensure that their views are captured.
- Existing limitations to quality service provision should be clearly stated in the Charter to guide the expectations of service takers. This will inform customer of the University's predicaments

- Details of who complain to when services fail should be clearly stated in the Charter which should include name, address and telephone numbers of the officer. This will guide customers and potential customers on how to complain when services fail
- Management and staff obligations should be clearly stated in the charter to enable students know what to expect from the service providers and their own obligation towards quality service delivery
- Review date of charters should be stated to enable customers know the current service charter updates of the University
- The contents of the charter 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

5.2 Index score

The table below summarises the result of evaluation of the service windows. Based on the evaluation of the service windows, we have calculated a score of BUK.

The overall Index score for BUK is: **2.1 out of 4 (52.5%)**

Description: 'Fair'

	Score for BUK
Overall Index score	2.1
Service Delivery	2.1
1 – Standards & practices / performance	2.3
2 - Reception experience	2.5
3 – Complaints & grievance redress	1.6
Timeliness	1.8
1–Standards& practice/performance	1.3
2 – Customer friendliness	2.3
Information	2.3
1 – Information	2.6
2 - Customer feedback	2.1
Professionalism	2.3
1 – Transparency	2.0
2 – Efficiency	2.6
Staff Attitude	1.9

5.3 Key findings

The following observations have been made on the quality of service delivery provided by the service windows evaluated, which we feel need to be addressed as a matter of urgency:

5.3.1 Service Delivery

- Conveniences (toilets) are not kept clean in the hostels and class room areas. In the hostels, some of the toilets have their doors broken and in the state of disrepair. This may cause infection and affect the sanitary condition of the University
- Complaints procedure on how to lodge complaints when service fails e.g. face to face, writing, e-mail, etc. as well as the details of the Complaint Desk Officer are not displayed at all service outlets for easy access by customers when in need. This affects the complaints resolution processes.
- Most Staff are not trained to receive and handle complaints and records of complaints do not contain timeliness and resolution. This affects the complaints handling process of customers’.
- The SERVICOM Unit of the University does not have full complement of Staff and working facilities to function optimally. This affects the effectiveness of the Unit in driving the Service Delivery Initiative of the Federal Government in BUK
- There is inadequate water supply particularly at the new site e.g. in the hostels. This makes life difficult for students staying at the new site
- Most of the students live off campus, this subjects this class of students to stress as most of them have to shuttle from far places to the University. This may cause lateness to lectures and could affect their academic activities

5.3.2 Timeliness

- Waiting time standards to receive services, e.g. to receive transcript, certificate, etc. are not met confirmed by students. This causes unnecessary delays.
- The University clinics and Exams and Records Unit use manual record keeping method at the time of the evaluation exercise; this does not allow for maximum

and safe data storage as well as retrieval of information with ease; thus affecting timely service delivery

5.3.3 Information

- The cost to students/customers of services provided by BUK is not displayed at all service outlets. As such many students and potential students/customers are not aware of how much it cost to access certain services provided by BUK.
- The service charter of BUK was not produced in line with SERVICOM approved guideline; and is not in booklet, flier form, etc. As such Customers are not aware of its existence. This affects the information requirement of the students and other customers on services and expected standards
- Standards for all major activities are not published in the service charter for the benefit of customers; thus it does not give the expected wide reach of required information on what standard of service to expect
- The University does not conduct customer satisfaction surveys regularly on all its customer groups with a view to assessing how they perceive its service; this does not give the University the opportunity to ascertain how well it is serving its different customer groups

5.3.4 Professionalism

- Most staff of the University do not wear name tags; this makes it difficult for students/customers to distinguish staff from visitors
- Summary of complaints received, action taken and their analysis over a period of time is not published for the customers to know if their complaints are being acted upon with a view to improve service delivery
- Some students interviewed complained of missing scripts or results; this affects the proficiency of BUK in providing quality service delivery to students

5.3.5 Staff Attitude

- The University has not produced and displayed a Customer Care Policy to guide staff and students on service delivery

- Most staff have not received training on customer care and service delivery. This affects the level of their professionalism and customer relationship management

5.3.6 Additional Finding:

Information:

- Awareness of SERVICOM Unit and its activities is very low among staff and students of the University; this affects the functionality of BUK's SERVICOM Unit to operate optimally towards improving service delivery

Professionalism:

- Summary of Budget, Expenditure and Audit reports are not displayed at public domain for the benefit of customers in service delivery process
- Organisational charts are not displayed at different service points in the University. This makes it difficult for customers to know the hierarchy of the University at a glance and who to meet when in need

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 impinge on effective delivery of services to the public.

6.1 Key recommendations

6.1.1 Service Delivery

- Management should constantly monitor to ensure that toilets are well maintained and are kept clean at all times; this will make them more habitable, user friendly and will improve the sanitary condition of the University

- The BUK should produce and display complaints procedure on how and who to complaints to when service fails. This will facilitate speedy handling and resolution of complaints.
- All Staff, particularly the frontline ones, should be trained to receive and handle complaints and records of complaints should contain timeliness and resolution. This will ensure efficiency in the handling and resolution of all students/customers complaints.
- Full complement of staff (Nodal Officer, Complaint/customer Relations Officer, Charter Desk Officer and Service Improvement Officer) and adequate working facilities should be provided to the SERVICOM Unit of the University to functional optimally, this will enables the Unit to function effectively in driving the service delivery initiative of the Federal Government
- The management of BUK should pursue the delivery of the three (3) water tankers it procured and put same to maximum use. This will ensure constant water supply and will make life much easier for the students, particularly those at new site
- The Management should vigorously follow up on the Public Private Partnership with the Private Company it was discussing on the provision of additional hostels; this will lead to more accommodation for students and will enhance their learning activities

6.1.2 Timeliness

- The University should ensure that it meets its waiting time standards for customers to take services. This will enhance timely service delivery to the customers, e.g. to collect certificate, transcript, etc.
- The University should computerised the clinics and Exams and Records Unit; this will ensure safe data storage and guarantee speedy retrieval of information with ease

6.1.3 Information

- Cost to the students/customers of all services provided by BUK should be clearly displayed at all service outlets. It should also be posted on BUK's website as done by some Nigerian Universities. This will enable customers/students know how much it costs to access each of the paid services provided by BUK
- The service charter (Integrated and Local) of BUK should be produced in line with SERVICOM approved guideline; booklet, flier and abridged forms and posted on the BUK's website for the information requirement of the students and other customers on services provided by the BUK and expected standards
- Standards for all major activities and customer care should be published in the charter. This will assure the customers of the commitment of the University's Management to providing quality services
- The University should periodically conduct customer satisfaction surveys on all its customer groups with a view to assessing how they perceive its service and for service improvement purposes. Questionnaires, comment cards, etc. can be used for this purposes

6.1.4 Professionalism

- All staff of the University should wear name tags. This will make it easy to distinguish staff from non staff when they come for service
- Summary of complaints received, action taken and their analysis over a period of time should be published for the customers to know whether their complaints are acted upon for service improvement purposes or not.
- The University should improve on its handling of results students' examination scripts; this will add to its proficiency in delivering quality services to students

6.1.5 Staff Attitude

- The University should produce and display a customer care policy to guide staff on how to relate and interact and their customers when they come for service

- All staff should be trained on customer care and service delivery. This will enhance their customer relationship management and enhance the level of sensitivity in the treatment of customers

6.1.6. Additional Recommendations:

Information:

- Regular sensitisation of staff and students should be conducted to create awareness on the SERVICOM Unit and its activities; this will inform them of its relevance and will spur the activities of the Unit in the long run towards improving services delivered by the University.

Professionalism:

- Summary of Budget, Expenditure and Audit reports should be displayed at various public domain for the benefit of customers' trust in service delivery process
- Organisational charts should be displayed at different service windows in the University. This will make it easy for customers to know the hierarchy of the University at a glance and guide customers on who to see as the need arises

6.2 Service Improvement Planning

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

6.4 Conclusion

The SERVICOM index awarded to BUK is **2.1** out of **4.0 (52.5%)** which represents **Two Star (**)** and indicates **'Fair'** Service Delivery. Although this is still far from

praiseworthy, it is our belief that BUK would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.

ACKNOWLEDGEMENT

I hereby acknowledge the receipt of a copy of SERVICOM Compliance Evaluation Report of the Bayero University, Kano (BUK) conducted from 14th – 17th November, 2011.

Name:

Signature:

Date:

Witnessed by SERVICOM Office on this day:

Name:

Signature:

Date: