

*The People's Right to Be Served Right*

# **Award of the SERVICOM Index**

**Report of**

**SERVICOM Compliance Evaluation of  
University of Abuja, Gwagwalada**

**National Universities Commission  
(NUC)**

**November 29, 2011**

# **EXECUTIVE SUMMARY**

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION**  
**UNIVERSITY OF ABUJA, GWAGWALADA**

<b>Date of Evaluation:</b>	<b>November 29, 2011</b>
<b>Score:</b>	<b>1.8 out of 4 (45%)</b>
<b>Ranking:</b>	<b>One Star (*) Service</b>
<b>Description:</b>	<b>Fair</b>

## **Findings**

### **Strengths:**

- The Appointment procedures are clearly detailed and known to most customers to the university.
- Performance target are set for individuals and departments and monitoring mechanism is in place.
- There are evidence of action taken to remedy poor performance e.g the provision of sufficient water and light at the University shows that the Institution is aware of the importance of the availability of such infrastructure and concerned with the customers' needs.
- The effort by the University to centralise the Examinations (Exams) by ensuring all exams are held in the Institution's campuses and provision of buses to convey students to and from the main campus shows that the University is concerned about the integrity of its exams which affects students' reputation positively in the labour market.

### **Weaknesses:**

- Services are not accessible to everyone, even in some service windows that deliver basic services to customers in line with one of the University's primary mandate of teaching e.g. Majority of the students in the faculty of social science and Management science stand outside the classrooms to receive lectures and no public address system is provided by the University to aid learning. This discourages most students from attending lectures and limits access to the required level of knowledge impartation for academic excellence
- The accommodation facilities for students in the University are inadequate as they sleep in overcrowded rooms and some students even sleep in kitchens

and floors which makes them unsettled for effective learning

- There are no adequate waiting areas for students in the main campus as most of them stand in the sun to wait for buses or seat on staircases to await service. This gives customers poor reception experience
- The conveniences of the University of Abuja are in a filthy and unhygienic state which exposes users to infections and other contagious diseases from usage
- The drainage at the Female Hostel of the University's Main Campus is blocked causing a flood of toilets, gutter and sewage water on the hostel's ground floor during raining season. This will cause outbreak of diseases
- The University does not meet most of its waiting time standards. e.g. delay in the issuance of transcripts, release of results in the Centre for Distance Learning, registration of students both in academics and accommodations. In some cases it was observed that some students even struggle with registration during examination period. This could delay customer's personal development plans, loss of registration form and thus great inconvenience to students
- There is no system in place to monitor waiting times e.g. in Academics no attendance register to monitor lecturers' attendance to lectures in the regular courses, no publication of initial waiting time at the University's clinic. This results to unnecessary delays of customers at service points
- Customer satisfaction surveys (e.g. comment cards, group discussion) are not carried out to test and determine the quality of services delivered to all customer group by the university. This gives the customers the impression that their views in relation to service delivery are not important to the institution.
- There is no internet connectivity in the University's library and current books are not displayed on shelves but heaped on the library's store floor. Thus, the University has not provided the service takers access to current information required for excellent learning and effective research
- There is no systematic consultation with students to capture their views on services provided at all service windows to which they are beneficiaries. For instance, students do not contribute in designing services of the University
- The details of Complaints Desk Officer including his details of name, room

number and telephone number is not displayed for benefit of all service takers

- There are no special needs provision for physically challenged customers(e.g. brills for the blind, ramps aside stair cases) which generally limits their access to services provided by the University

### **Recommendations:**

- The University should provide the necessary infrastructure that will make services accessible to all service takers. For e.g. build big auditoriums/class rooms with enough capacity to accommodate the large number of students, equipped with adequate facilities such as comfortable seats, public address systems, fans/air conditioning units etc in all the Institution's departments and faculties.
- Better equipped hostels should be built to accommodate more students and less number of students should be assign in rooms for better hygiene and comfort of the students. This will afford a more conducive atmosphere for better learning and academic excellence.
- Suitable waiting areas should be provided at the main campus for the benefit of its customer by providing seats in shades in strategic locations (class rooms, refreshment areas, library surroundings etc), clean rest rooms, portable water stands, bus stop posts in shades, plant trees for natural shades etc for improved reception area experience by all stakeholders
- The University of Abuja should keep its conveniences hygienically clean by ensuring that it is washed with disinfectants regularly ( e.g. three to four times in a day) and monitor usage
- The blocked drainage at the Female Hostel of the University's Main Campus should be put in order to avoid an outbreak of diseases
- Appropriate measures should be taken to rid the system of unnecessary delays in service delivery. For instance introduce E- transcripts with production standard of 40% of graduates transcripts monthly/quarterly, timely release of results via online, online registration with a functional website (For both academics and accommodation).This will lead to service improvement
- A system should be put in place to monitor the waiting time standards of accessing every service of the University. For e.g. A log in system that

records time duration of accessing services as this will serve as a means of improving performance targets and invariably service improvement

- Customer satisfaction surveys should be carried out regularly to test and determine the quality of services delivered to customers. This will encourage comments from service takers and serve as free consultation for service improvement
- It is paramount for the University of Abuja to equip its library with functioning internet connectivity and sufficient current books in all areas of course study. The science laboratories of the University (e.g. medical school, vet medicine, bio chemistry etc) should also be adequately equipped with state of the art equipment. Provision of the above will give service takers access to current information required for excellent learning and research to confidently compete with world standards and improve the society at large.
- The University of Abuja should reconstitute a student body such as the Student Union Government (SUG) to serve as a means of systematic consultation with students to capture their views on services provided so that service improvement will be tailored towards customers satisfaction
- Full details of persons in charge of customer service and complaints such as name, telephone number, E-mail address and office number of all SERVICOM representatives/officers of the various departments and faculties of the University should be displayed at all service outlets for customers to know whom to lodge complaints to in case of service failure
- Consideration should be given to the physically challenged customers of the Institution by making available facilities like wheel chairs at the Universities Clinics, ramps aside stair cases, brills for the blind, assigning ground floor accommodation to them etc to assist them have improved access to the services of the University

## Conclusion

The SERVICOM Index Score awarded to the University of Abuja, Gwagwalada is **1.8 out of 4 (45%)** which represents **One star (\*)** and indicates '**fair**' service delivery. Although this is still far from praiseworthy, it is our belief that the University of Abuja would aim at continuous improvement on the quality of service delivered to the citizens

# **MAIN REPORT**

## Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of University of Abuja Gwagwalada. 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 below. The selected service windows of the University of Abuja Gwagwalada, has been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners, review of key documents and observations. The Index score for University of Abuja 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. Ruqayyatu Ahmed Rufai | Honourable Minister, Federal Ministry of Education    |
| 2. Mr. Ezenwo Nyesom Wike      | Hon. Minister of State, Federal Min. of Education     |
| 3. Prof. Nicholas A. Damichi   | Permanent Secretary, Federal Ministry of Education    |
| 4. Prof. Julius Okojie         | Executive Secretary, NUC                              |
| 5. Prof. J.S.A. Adelabu        | Vice Chancellor, University of Abuja                  |
| 6. Dr. Muktar A. Mohammed      | DVC Admin. University of Abuja                        |
| 7. Mal. Mohammed B. Modibbo    | Registrar   |
| 8. Dr. Sunday P. Ejaro         | Focal Officer, SERVICOM Unit, Uni- Abuja              |
| 9. Dr. E.N. Danladi            | Former Focal Officer, SERVICOM Unit,                  |
| 10. Ms. C.A. Ahmed             | Ag. Nodal Officer MSU , Federal Ministry of Education |
| 11. Mr. Marius Ubigen          | Desk Officer, MSU Federal Ministry of Education.      |

### **3.0 Terms of Reference**

The University of Abuja was selected for evaluation following a Presidential directive that all Government, Ministries, Departments and Agencies be evaluated for SERVICOM Compliance.

The Mandate of 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**

University of Abuja was established in 1988, it is located in the Federal Capital Territory. The emergence of the University in Abuja was in line with the contemporary trends for such institution to be cited in political capitals of countries such as ours, the university operates from 3 campuses, the Mini campus situated in Gwagwalada area council, Abuja and the main campus that seats the senate building and permanent structures for most of the structures considered to be inadequate in the mini campus and the Centre for Distant learning. As at the time of this evaluation most of the permanent structures were ongoing in the Main campus. It has a capacity for five hundred and Forty one (541) Academic staff, Five hundred

and twenty three (523) senior non academics staff, One thousand one hundred and one (1101) Junior non academic staff in terms of staff strength. The student population of the university of Abuja as at the time of this evaluation stands at Nineteen thousand, Five hundred and Ninety five ( 19,595) regular full time students and Forty- One thousand, One hundred and eighty one (41,181) Centre for distance learning (CDLEC) Students. The University just like other conventional universities provide the following services:

- Academic training of students through teaching, research and community services.
- Partnership and networking with relevant institutions and organisations in sharing ideas and skills
- Consultancy services on variety of issues, problem and projects that may arise from time to time and over a period of time

The University of Abuja provides services to its customers through the following service windows namely:

- Vice Chancellors Office
- The Registry
- Academic services
- Administrative services
- University Health services
- University consultancy services
- University bursary
- The University Library
- Postgraduate school
- General Studies Division
- Remedial Studies Department

The service windows of University of Abuja 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 service

Therefore, the following service windows were selected for evaluation:

- Academics
- Exams and Records
- Library
- Admissions and Registration
- Medical centre
- Accommodation

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

Evidence was gathered at the above service windows through students' interviews, discussions with staff, discussions with partners, review of key documents and general observations.

Given the peculiar nature of the services provided by the University of Abuja Gwagwalada, it was also important to evaluate further evidence by observation, administering of questionnaires and conducting interviews with staff, students and partners. The website of SERVICOM Office: [www.servenigeria.com](http://www.servenigeria.com) and University of Abuja <http://unibuja.com> were also used for the research.

The key documents reviewed include:

- University of Abuja, Staff schedule of duties
- Guidelines for appointments and promotion of Academic and Non- academic staff
- Guidelines for appointments and promotion of Senior and Junior staff
- Students Hand book
- Conditions of service for academic and non-academic staff
- Service Charter
- Financial statement of Accounts from 2007-2010

## **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 University of

Abuja, Gwagwalada.

## **5.1 Charter Evaluation**

The report for the Service Charter of the University of Abuja is **Unsuitable**

### **5.1.1 Findings on Service Charter**

The following observations have been made on the Service Charter of University of Abuja

- **Introduction/ Background**
  - The purpose of the Charter is not stated
  - Charter is too bulky
  
- **Vision Statement**
  - There are numerous vision statements in the Service Charter for University of Abuja
  - The vision statement for the University did not depict a statement of desired future state it intends to attain.
  
- **Mission Statement**
  - The Mission stated in the Service Charter is that of the SERVICOM Unit and not of the University of Abuja.
  - Mission did not state how the University intends to achieve its mandate
  
- **Service Provision and Delivery**
  - Standards for services provided by some department are not clearly stated in the Charter
  - Performance Monitoring and publishing standards have no specified timelines attached. e.g. timelines and frequencies of activities
  - Customers' expectations and obligation is not detailed.
  
- **Complaints/Grievance Redress Mechanism**
  - The contact details (Room Numbers and e-mail addresses or phone numbers) of complaints Desk officers are not provided.

- There is no list of available redress to complaints for the benefit of the service takers. e.g. an apology, refund.
- The Charter did not state time frame for response to complaints.
- **Stakeholders Participation**
  - The Charter does not stipulate frequency of meetings and consultation with stakeholders
- **Special Needs Provisions**
  - The university of Abuja charter did not itemise specific provision for people with special needs e.g. the physically challenged

### 5.1.2 Recommendations

Based on the findings, the following recommendations are provided to assist the Institution to come up with a more realistic and customer-focused Integrated and Local Service Charters:

- **Introduction / Background**
  - The purpose of the Charter should be stated. This will better inform the service takers of the objectives of the Service.
  - Charter should be produced in pamphlet form for easy access to customers
- **Vision Statement**
  - The vision statement for the University should be harmonised as one vision, it should be forward-looking depicting a desired future state it intends to attain while operationalising its stated Mission
- **Mission Statement**
  - The mission statement in the Service Charter should be of the

University and not that of the SERVICOM unit to avoid ambiguity

- Mission should state how the University intends to achieve its mandate. This will guide the staff to work toward achieving the goals set by the University

- **Service Provision and Delivery**

- Standards for services rendered for some departments should be more detailed with specific timelines e.g the waiting time in the clinic to obtain services should be stated.
- Standards on Performance Monitoring and Publishing should state timelines and frequencies of such activities. This will aid the measurement of performance against set standards.
- Customers' expectations and obligation should be more detailed to guide both service givers and takers.

- **Complaints/Grievance Redress Mechanism**

- Contact details of complaints Desk officer should be included in the Grievance Redress Mechanism. e.g. Room Numbers and e-mail addresses and phone numbers.
- There should be a list of available redress to complaints for the benefit of the service takers. e.g. an apology, refunds
- The Charter should state the time frame for response to complaints to guarantee resolution of same.

- **Stakeholders Participation**

- The Charter should state the frequency (e.g. monthly, quarterly or annually etc) of meetings and consultations with stakeholders. This would enable stakeholders plan for the meetings.

- **Special Needs Provision**

- The university of Abuja charter should itemise specific provision for people with special needs e.g. the physically challenged.

## 5.2 Index Score

The table below summarises the result of the evaluation of the service window. Based on these, we have calculated a score for The University of Abuja.

The overall Index score for the University of Abuja is **1.8 out of 4 (45%)**

**Description: Fair**

	Score for the University of Abuja
<b>Overall Index score</b>	<b>1.8</b>
<b>Service Delivery</b>	<b>2.0</b>
1 - Standards & practices / performance	2.2
2 - Reception experience	1.9
3 - Complaints & grievance redress	2.0
<b>Timeliness</b>	<b>1.5</b>
1–Standards & practice/performance	1.3
2 – Customer friendliness	1.7
<b>Information</b>	<b>1.5</b>
1 – Information	2.0
2 - Customer feedback	0.9
<b>Professionalism</b>	<b>2.1</b>
1 – Transparency	1.6
2 – Efficiency	2.6
<b>Staff Attitude</b>	<b>1.8</b>

*\* Scores are rounded to one (1) decimal place*

## 5.3 Key Findings

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

### **5.3.1 Service Delivery**

- There are no clear directional signages to guide service takers to the various service windows to receive service. This deters easy access to prompt service
- Services are not accessible to everyone, even in some service windows that deliver basic services to customers in line with one of the University's primary mandate of teaching e.g. Majority of the students in the faculty of social science and Management science stand outside the classrooms to receive lectures and no public address system is provided by the University to aid learning. This discourages most students from attending lectures and limits access to the required level of knowledge impartation for academic excellence
- The accommodation facilities for students in the University are inadequate as they sleep in overcrowded rooms and some students even sleep in kitchens and floors which makes them unsettled for effective learning
- Not all students at the Centre for Distance Learning of the University are supplied with all the registered and paid course materials needed for their studies (e.g. the course: Introduction & Development in Guidance and Counselling) As a result, they are limited to personal research to learn and take examinations on such courses
- The seating arrangement in the University's Library and the capacity of about 230 customers per time in the library as against customers population of more than 20,659 i.e. (students and staff) does not provide for privacy and conducive atmosphere for effective research
- Consideration has not been given to customer needs in the use of the Library as same is used to write examinations and this limits access to learning and research materials during examinations period
- Some students are not given the correct position of their results as some courses that reflected a passed grade, later show Outstanding/ "Carry over". For example, a student of one hundred (100) level took a course and passed, only for the same course to reflect as outstanding in his/her final year of studies. This can negatively affect student's personal development plan and



lead to unbudgeted expenses as students spend extra semester(s) to remedy the outstanding course(s)

- There are no adequate waiting areas for students in the main campus as most of them stand in the sun to wait for buses or seat on staircases to await service. This gives customers poor reception experience
- The conveniences of the University of Abuja are in a filthy and unhygienic state which exposes users to infections and other contagious diseases from usage
- The drainage at the Female Hostel of the University's Main Campus is blocked causing a flood of toilets, gutter and sewage water on the hostel's ground floor during raining season. This will cause outbreak of diseases
- Complaint procedure is not in line with the SERVICOM Standards of complain handling and thus, does not guarantee investigation and resolution. This discourages most students and stakeholders complaining from seeking redress.
- There are not enough shuttle buses in the University to transport students to and fro the University's permanent site and the Mini campus as customers wait minimum of 45 minutes to board buses. This causes delay in their accessing services like examinations that are time bound. Also buying of bus tickets in bulk at the cost of Two thousand Naira makes it unaffordable for the less privileged customers
- There are no special needs provision for physically challenged customers(e.g. brills for the blind, ramps aside stair cases) which generally limits their access to services provided by the University

### **5.3.2 Timeliness**

- The University does not meet most of its waiting time standards. e.g. delay in the issuance of transcripts, release of results in the Centre for Distance Learning, registration of students both in academics and accommodations, in some cases it was observed that some students even struggle with registration during examination period. This could delay their personal development plans, loss of registration form and thus great inconvenience to students

- There is no system in place to monitor waiting times and this results to unnecessary delays of customers at service points
- Some lectures are not held at the assigned time, hence students wait inordinately to receive lectures resulting to time wasting and agitation by students
- There are cases where there is no timely deliberation on some post graduates students' results and this causes delay in their personal development
- Some staff do not offer explanations for delays or interruptions to service delivery. This causes anxiety and frustrate customers while taking service
- Some staff were not seen and perceived to provide prompt service to customers as most service takers waited in long queues and experience long waiting period to be attended to

### **5.3.3 Information**

- There is no internet connectivity in the University's library and current books are not displayed on shelves but heaped on the library's store floor. Thus, the University has not provided the service takers access to current information required for excellent learning and effective research
- The University's website is not functioning and this limits access to information by service takers
- There is no systematic consultation with students to capture their views on services provided at all service windows to which they are beneficiaries. For instance, students do not contribute in designing services of the University
- Customer satisfaction surveys (e.g. comment cards, group discussion) are not carried out to test and determine the quality of services delivered to all customers groups by the university. This gives the customers the impression that their views in relation to service delivery are not important to the institution.
- There is no evidence of the nominated customer care officers collecting and collating feedback and complaints from customers, staff and partners. There is equally no analysis and publication of same. This may discourage further comments, complaints and observations by service takers and stakeholders

#### **5.3.4 Professionalism**

- Organisational Charts are not displayed at all service points at the University and this could create difficulties for customers accessing services of the institution for the first time
- The details of Complaints Desk officer including his details of name, room number and telephone number is not displayed for benefit of all service takers
- Cost and payment procedures for services attracting fees are not displayed at all service outlets for the benefit of customers
- Appointment procedures in some departments, (e.g. Exams and Records, the Institution's Clinic) are also not displayed at service points as such, service takers often queue for hours just to be informed of the requirements only at the point of contact with staff
- The University of Abuja does not recognise and reward good performance by staff and this discourages them from putting in their best in the discharge of their duties.
- The non academic staff have not received adequate training to effectively perform their duties as most of them learnt on their jobs
- Staff (frontline) do not wear name badges for easy identification by external customers and new intakes to know who to approach for specific services

#### **5.3.5 Staff Attitude**

- Apart from the University's Parastatal SERVICOM Unit, staff have not received training on customer care and thus lack the requisite skills to treat customers with sensitivity in line with service delivery principles
- There is no sufficient man power in both academic and non academic staff, as such staff are over worked which affects their efficiency in the discharge of their duties

### **5.4 Additional Findings**

#### **5.4.1 Service Delivery**

- There are no storage cabinets at the Exams and Records offices at the University's Permanent site and equally non in the SERVICOM Unit for proper keeping of hard copy records and documents and this leads to loss and

mismanagement of records

- One of the partners of the University interviewed observed that the pace of projects implementation funded by Tertiary Education Trust Fund (TET Fund) for the benefit of the University's Community is slow

#### **5.4.2 Information**

- The level of SERVICOM awareness in the University is very low, thus customers are not aware of their rights to demand for quality service

#### **5.4.3 Professionalism**

- The SERVICOM Unit does not have sufficient management support and this limits the level of implementation of the Service Delivery Initiative

### **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 service delivery of services to the public

#### **6.1 Key Recommendations**

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

- The University of Abuja should put in place adequate directional signs to guide service takers to the various service windows and ensure access to services
- The University should provide the necessary infrastructure that will make services accessible to all service takers. For e.g. build big auditoriums/class rooms with enough capacity to accommodate the large number of students, equipped with adequate facilities such as comfortable seats, public address systems, fans/air conditioning units etc in all the Institution's departments and faculties.

- Better equipped hostels should be built to accommodate more students and less number of students should be assign in rooms for better hygiene and comfort of the students. This will afford a more conducive atmosphere for better learning and academic excellence.
- It is imperative for the University to provide its students at the Centre for Distance Learning with all the advertised, registered and paid course materials required by the students for excellent learning and successful completion of their programmes
- There is a need for the Institution to build a bigger library with large capacity to accommodate majority of its users at a time with demarcations in sitting arrangement per service taker as this will provide privacy and conducive atmosphere for effective research
- The University's Library should not be used as a venue to write examinations so that customers can also have access to learning and research materials during examinations period
- There is a dire need for the University of Abuja to provide sufficient computers in the exams and records room, equipped with the requisite soft ware and enough IT professionals to handle and deliver accurate examination results of students. As accurate results will justify years spent by students on academic ground and thus lead to customer satisfaction
- Suitable waiting areas should be provided at the main campus for the benefit of its customer by providing seats in shades in strategic locations (class rooms, refreshment areas, library surroundings etc), clean rest rooms, portable water stands, bus stop posts in shades, plant trees for natural shades etc for improved reception area experience by all stakeholders
- The University of Abuja should keep its conveniences hygienically clean by ensuring that it is washed with disinfectants regularly ( e.g. three to four times in a day) and monitor usage
- The blocked drainage at the Female Hostel of the University's Main Campus should be put in order to avoid an outbreak of diseases
- There should be a system in place that guarantees investigation and resolution of complaints. For e.g. at every stage of the chain of investigation, there should be an identified officer handling the complaints for accountability and transparency. This will give complainants confidence in the system and

encourage them to lodge complaints

- The University of Abuja should make provision for more shuttle busses for adequate transportation of students to and fro the Institution's two campuses to avoid delays in accessing services. Bus tickets rates should also be reduced so as to make it affordable for all groups of students. e.g. the less privileged
- Consideration should be given to the physically challenged customers of the Institution by making available facilities like wheel chairs at the Universities Clinics, ramps aside stair cases, brills for the blind, assigning ground floor accommodation to them etc to assist them have improved access to the services of the University

### **6.1.2 Timeliness**

- Appropriate measures should be taken to rid the system of unnecessary delays in service delivery. For instance introduce E- transcripts with production standard of 40% of graduates transcripts monthly/quarterly, timely release of results via online, online registration with a functional website (For both academics and accommodation). This will lead to service improvement
- A system should be put in place to monitor the waiting time standards of accessing every service of the University. For e.g. A log in system that records time duration of accessing services as this will serve as a means of improving performance targets and invariably service improvement
- Lectures should be held at the scheduled time for proper time management for the benefit of customers
- There should be timely deliberation of post graduates students' results to ensure improvement on timeliness for the satisfaction of all categories of students
- Staff of the University should offer explanations for delays in service and interruptions to services, to avoid keeping customers in suspense and agitation
- Staff of the University should provide timely service to customers to avoid long queues and inordinate delays (e.g. delays experienced by students when

trying to check their results, obtain transcripts, registration etc) to service delivery

### **6.1.3 Information**

- It is paramount for the University of Abuja to equip its library with functioning internet connectivity and sufficient current books in all areas of course study. The science laboratories of the University (e.g. medical school, vet medicine, bio chemistry etc) should also be adequately equipped with state of the art equipment. Provision of the above will give service takers access to current information required for excellent learning and research to confidently compete with world standards and improve the society at large.
- The University should employ skilled IT professionals to manage and keep its website functional by posting the required current information for service takers to have easy access to needed information
- The University of Abuja should reconstitute a student body such as the Student Union Government (SUG) to serve as a means of systematic consultation with students to capture their views on services provided so that service improvement will be tailored towards customers satisfaction
- Customer satisfaction surveys should be carried out regularly to test and determine the quality of services delivered to customers. This will encourage comments from service takers and serve as free consultation for service improvement
- The nominated customer care officers should collect and collate feedback and complaints from customers, staff and partners. It should be analysed and published at the Institution's website, in pamphlets, bulletins, and fliers. Television and radio station programmes for the University as such publications will also help keep students and other stakeholders informed on actions taken by the institution to resolve issues concerning service delivery

### **6.1.4 Professionalism**

- Organisational Charts should be displayed at all service points of the institution so that the hierarchy of the University is known to customers at a glance to enable them know where to go for services as the need arises

- Full details of persons in charge of customer service and complaints such as name, telephone number, E-mail address and office number of all SERVICOM representatives/officers of the various departments and faculties of the University should be displayed at all service outlets for customers to know whom to lodge complaints to in case of service failure
- Cost and payment procedures for services attracting fees should be clearly displayed at all service outlets for the benefit of customers and to ensure transparency. E.g. registration fees, services attracting fees at the University's Clinics etc
- Appointment procedures should be displayed at all service points to inform service takers of requirements needed to complete appointment transactions
- The University should acknowledge good performance by staff through means like oral or written commendation, rewards as star of the month, incentives, payment of entitlements to staff performing additional duties etc to encourage them put in their best for optimal output in service delivery
- The non academic staff of the University need to be trained in their various jobs to equip them with the requisite knowledge and skills to enable them discharge their duties effectively
- All staff (especially frontline) should wear name badges for easy identification by external customers and new intakes to facilitate service delivery

#### **6.1.5 Staff Attitude**

- All staff of the University of Abuja should be trained on customer care and complaints handling to better equip them on how to treat customers in line with service delivery principles
- The University of Abuja should engage more staff both academic and non academic and ensure that schedule of duties are evenly shared for improved efficiency in the discharge of their duties

### **6.2 Additional Recommendations**

#### **6.2.1 Service Delivery**

- Provisions should be made for storage cabinets at the Exams and Records offices at the University's Permanent site and in the SERVICOM Unit for



effective records storage and management

- Projects funded by Tertiary Education Trust Fund (TET Fund) should be speedily implemented and completed for the benefit of the University's Community

### 6.2.2 Information

- There is a need for the University to embark on SERVICOM awareness campaign for customers to be aware of their rights to demand for quality service and also right to complain in case of service failure

### 6.2.3 Professionalism

- The SERVICOM Unit needs more management support to enable it drive the Service Delivery Initiative forward

### 6.2.4 Service Improvement Planning

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

## 6.3 Conclusion

The SERVICOM Index Score awarded to the University of Abuja is **1.8 out of 4 (45%)** which represents **One star (\*)** and indicates '**Fair**' service delivery. Although this is still far from praiseworthy, it is our belief that the University of Abuja would aim at continuous improvement on the quality of service delivered to the citizens