

Award of the SERVICOM Index

The People's Right to Be Served Right

Report of

SERVICOM Compliance Evaluation of University of Ilorin

National Universities Commission

November 14, 2011

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF UNIVERSITY OF ILORIN, ILORIN, KWARA STATE

Date of Evaluation:	November 14, 2011
Score:	2.4 out of 4; (60 %)
Ranking:	Three Star (***) Service
Description:	Acceptable

Findings

Strength:

- The Webometrics ranking of the University as first and second in January and July 2011 respectively shows that the University is moving with global best practice. Webometrics is a directory of world universities ranked according to their presence on the Web.
- The University has been able to automate transcript records to ensure timely and accurate issuance of transcripts
- The University of Ilorin has made considerable effort in provision of accommodation for all categories of students (noticeably the dormitory for indigent students) through the use of donors and public private partnership to build more hostels
- Provisions have been made for handicapped students by provision of ramps and lifts in the new buildings, deaf students have sign language interpreters and special reservations are made for accommodating them in the hostels
- The evaluation of lecturers by students through the use of questionnaires by the Academic Planning Unit has improved on lecture delivery
- All staff and students of the University are easily identifiable as they all wear identity cards always
- All staff and students have the VC's number which they are free to use at any moment to complain or commend any activity within the University
- The feedback system on teaching services conducted by the Academic Planning Unit, using satisfaction survey administered to students has improved on the quality of lecture delivery
- The University has numerous programmes which it uses to discharge

services to the community; such as the Town and Gown Committee, Community Based Experiences and Services (COBES) etc

Weakness:

- The University has insufficient buses to transport students to and fro campus as a large number of students live off-campus
- The University needs to train staff especially the non-academic staff in areas of customer care, complaint handling and IT
- The University does not encourage regular interactive sessions with staff, students, partners and management to enable it work out a symbiotic relationship that would be beneficial to all
- Customer satisfaction surveys are not carried out to test and determine the satisfaction level of all customer groups and for continuous improved service delivery.

Recommendations

- The University of Ilorin should provide adequate buses to ease transportation of students
- The staff should be trained on customer care, complaint handling and IT to enable them carry out their duties professionally
- The University needs to encourage regular interactive sessions with staff, students, partners and management to work out a symbiotic relationship that would be beneficial to all
- Customer satisfaction surveys should be carried out periodically; this will enable all staff, students, stakeholders etc give their opinion on the services provided by the University for service improvement purposes

Conclusion

The SERVICOM Index awarded to the university of Ilorin is **2.4** out of **4 (60%)** which represents **three star (***)** and indicates 'Acceptable' service delivery. Although this is still far from praiseworthy, it is our belief that the University of Ilorin could ensure 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 University of Ilorin, Kwara 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 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.

Citizen Satisfaction is the overriding consideration of service delivery. Extensive research, consultations and surveys have shown that citizen satisfaction is broadly driven by several Drivers, listed below. The selected service windows in University of Ilorin have been evaluated for each of these drivers through citizen interviews, discussions with staff, discussions with partners, review of key documents and observations made at the service window. The overall Index score for the University of Ilorin 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. Rukaiyatu Rufai	-	Minister of Education
2. Prof. Julius A. Okojie	-	Executive Secretary NUC
3. Prof. Ishaq O. Oloyede	-	Vice Chancellor Unilorin
4. Prof. K. L. Ayorinde	-	DVC Academic
5. Prof. A. B. Olayemi	-	DVC Management Services
6. Prof. Y. M. Fakunle	-	DVC Research, Technology & Innovation
7. Mrs. Olufolake O. Oyeyemi	-	Registrar
8. Mrs. C. Ahmed	-	Rep. Ministry of Education
9. Mr. M. E. Ogbonna	-	Focal Officer, SERVICOM
10. Mr. A. M. Abdulhamid	-	Desk Officer, SERVICOM
11. Mr. G. A. Yahaya	-	Desk Officer, SERVICOM

3.0 Terms of Reference

The University of Ilorin was selected for SERVICOM Index Compliance Evaluation following a Presidential directive that all Government Ministries, Departments and Agencies (MDAs) be evaluated for SERVICOM Index 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

The University of Ilorin was established by a decree of the Federal Military Government in 1975 in Ilorin, Kwara State. It is located at the geographical and cultural confluence of the North and South of Nigeria. It started as an affiliate of the University of Ibadan and gained full autonomy in 1977.

The University has a total of twelve faculties namely: Agriculture, Arts, Basic Medical Sciences, Business and Social Sciences, Clinical Sciences, Communication and Information Sciences, Education, Engineering and Technology, Law, Pharmaceutical

Sciences, Science and Veterinary Medicine. It also has 81 Departments with 58 undergraduate and 87 postgraduate programmes. The University has a staff and student population of 3,040 and 20,084 respectively.

The University provides teaching, research and community services through the following service windows:

- Academic Services (Undergraduate, Postgraduate, International, Transfer, Remedial)
- Administrative Services
- University Health Services
- University Consultancy Services
- University Library
- Security Division
- Works and Maintenance Department
- Bursary Department
- Internal Audit
- Academic Planning Unit
- Advancement and Development Office (ADO)
- Research and Development Centres
- Academic Planning Unit
- University Bookshop
- Uni-Ilorin Primary School

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

- Have high volume of customers
- Provide full range of essential service

Therefore, the following service windows were selected for evaluation:

- Admissions Office
- Student Affairs
- Academics
- Exams and Records
- Clinic
- University Library

The SERVICOM team for this evaluation consisted of two SERVICOM Officers, one Ministerial SERVICOM Unit Staff from the Ministry of Education and the Focal Officer of University of Ilorin as observers.

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

Given the peculiar nature of the services provided by University of Ilorin, it was also important to evaluate further evidence by administering questionnaires, and conducting interviews with its partners – United Bank for Africa (UBA), University of Ilorin Alumni Association and MBO Contractors on the campus. The websites of SERVICOM office www.servenigeria.com and University of Ilorin www.unilorin.edu.ng were also used for research.

The key documents reviewed include:

- Service Charter of University of Ilorin
- Record of Staff Training
- Annual Report 2010
- The Unilorin Bulletin
- Organogram of the University of Ilorin
- Training Schedule
- Students' information and regulation Handbook
- Academic calendar of the University
- Copies of resolved complaints

- Senior staff Conditions of service
- Audited financial statements for June 2010
- Registry procedure
- SERVICOM Customer Relations Activities Register

5.0 Findings

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

5.1 Charter Evaluation

The evaluated score for the Service Charter of the University of Ilorin is **Suitable**

5.1.1 Findings on Service Charter

The following observations have been made on the Integrated Service Charter of University of Ilorin:

- **Special Needs**
 - Details of services provided for people with special needs by the University are not included in the Charter
- **Stakeholders' Participation**
 - The Charter does not contain details on who the stakeholders of the University are and how often they meet
- **Existing limitations**

- Existing limitations affecting the Mission and Vision statement are not stated in the charter.
- **Charter Review**
 - The Charter does not state date of next review

2. Recommendations

Based on the findings, the following recommendations are provided to assist the University of Ilorin to come up with a realistic and citizen - focused Service Charter:

- **Special Needs**
 - The Charter should state Services provided for Customers with special needs by the Management of the University such as the physically disabled, elderly people etc which will enable them access services much easily
- **Stakeholders' Participation**
 - Details of who the Stakeholders are and how they contribute to efficiency of service delivery in the University should be stated in the Charter
- **Existing Limitations**
 - The Charter should indicate limitations that may hinder the realization of the University's Mission and Vision statements
- **Charter Review**
 - Date of next review should be stated in the Charter. The Charter should be reviewed so that customers can be aware of changes in the University of Ilorin

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 Ilorin is **2.4 out of 4 or 60% (Acceptable Service)**

	Score for University of Ilorin
Overall Index score	2.4
Service Delivery	2.7
1 - Standards & practices / performance	2.9
2 - Reception experience	2.6
3 - Complaints & grievance redress	2.8
Timeliness	2.4
1–Standards & practice/performance	2.7
2 – Citizen friendliness	2.2
Information	2.4
1 – Information	2.5
2 - Citizen feedback	2.2
Professionalism	2.3
1 – Transparency	1.9
2 – Efficiency	2.6
Staff Attitude	2.1

5.3 Key findings

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

5.3.1 Service Delivery

- The University's monitoring system of student assessment of lecturers is not replicated for non academic staff as well.
- Access to the University is not simplified as clear directional signs are not placed in strategic places for customers and potential customers
- All frontline staff are not trained on customer care and how to receive and handle complaints

5.3.2 Timeliness

- Students are not informed of any anticipated interruptions to service and reasons for actual interruptions are not explained as well; this creates uncertainty on the availability of services rendered by the University

5.3.3 Information

- There is no planned systematic consultation with students as a means of gauging the feeling of students directly and not through the SUG
- The University does not have a nominated person to collect/collate complaints and comments from students, staff, parents etc that could serve as input for improving services
- Customer satisfaction surveys are not carried out on all services rendered by the University to test and determine the quality of services delivered to citizens, for the purposes of redesigning services around citizens' needs

5.3.4 Professionalism

- Summary of complaints received and details of action taken on complaints are not published nor displayed periodically; this may discourage staff, students and other customers from complaining as they do not know if their complaints would be acted upon

- Organisational chart of the University is not displayed at all service outlets.
- The staff are not trained on customer care and complaints handling and this may affect their level of professionalism
- Some Offices and desks are not labelled or properly marked and this may create difficulty in accessing services

5.3.5 Staff Attitude

- The names and contact details of the SERVICOM Focal Officer and all other MSU staff are not publicized and displayed at the various departments for easy identification and accessibility.

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 student assessment of lecturers should be replicated to cover the non academic staff as well; this would ensure total quality management and encourage proper behaviour from all staff
- Clear directional signs should be placed at strategic service points to ease access within the University
- All frontline staff should be trained on customer care and how to deal with complaints at the point of contact as this would expedite complaints resolution and eliminate delays

6.1.2 Timeliness

- Staff should endeavour to give honest and substantial explanations for delays

and interruption to service. This should be done as part of remedial action when services fail

6.1.3 Information

- Consultations should be carried out with all students, staff and partners periodically to find out their views on services provided and results of such consultations should be published. Doing this will make it easier for the University to act upon the comments made and also allow the comments be accessible to members of the public.
- A complaints desk officer should be appointed to deal with both internal and external complaints. This officer should collate and analyze the complaints to determine the best way to redress them.
- Customer satisfaction surveys should be carried out periodically; this will enable all staff, students, stakeholders etc give their opinion on the services provided by the University for service improvement purposes

6.1.4 Professionalism

- Summary of complaints received and details of actions taken to remedy these complaints should be published and displayed on notice boards This will give the staff and public alike a view of how efficient and effective the grievance redress mechanism of the University is and further encourage the citizens to complain when service fails
- Organisational chart (Organogram) of the University should be displayed at all service outlets; this would guide citizens on the chain of command in the organisation and also guide customers to various service(s) points
- All staff should be trained on customer care and complaint resolution as this would increase the level of professionalism the staff display in handling customers
- Offices and desks of staff should be properly marked to indicate their names and designation for easy identification by customers

6.1.5 Staff Attitude

- The names and details of the SERVICOM Focal Officer and all other MSU staff should be publicized for the knowledge of both staff and customers of the University.

6.2 Service Improvement Planning

Although the question of how these recommendations might best be implemented is a Management issue for University of Ilorin, the SERVICOM Office through the SERVICOM Institute will work with the Management of University of Ilorin 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 Ilorin is **2.4 out of 4 (60%)** which represents **three star (***)** and indicates **'Acceptable' service delivery**. Although this is still far from praiseworthy, it is our belief that the University of Ilorin would aim at continuous improvement on the quality of service delivered to its citizens if the recommendations contained in this report are considered and faithfully implemented.