

*The People's Right to Be Served Right*

## **Award of the SERVICOM Index**

**Report of  
SERVICOM Compliance Evaluation of  
University of Lagos  
Akoka, Lagos State**

**National Universities Commission**

November 21<sup>st</sup> 2011

# **EXECUTIVE SUMMARY**

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION**  
**UNIVERSITY OF LAGOS**

**Date of Evaluation:** November 21<sup>st</sup>- 23<sup>rd</sup>, 2011

**Score:** 2.3 out of 4 (58%)

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

**Description:** Fair

## **Findings**

### **Strengths:**

- University of Lagos has positively impacted on its surrounding communities by providing free dental services to the interland and free surgery for cleft patients in Nigeria.
- The University in collaboration with the Lagos State Government through its architectural designs transformed Oshodi to its current municipal outlook
- Patients and Students commended the Medical Centre in the University for providing high quality medical services to its users
- The University of Lagos has adapted service to meet the needs of physically challenged e.g Braille library exists for the blind, 350 bed spaces are reserved for students with special needs
- UNILAG has employed modern technology to communicate with students. For instance, students can receive important information in their phones, through bulk short message services (SMS), campus radio FM 103.1, email and the active website
- The University of Lagos has provided subsidized transportation system to both students and staff which ease the problem of movement
- The University of Lagos, through its Pharmacy Department, has provided

herbal clinic services to provide choice for its service takers

- The University has set standards for main service it provides

### **Weaknesses:**

- The service Charter of the University of Lagos which is the primary document which conveys service standards, does not communicate with its students and other service takers. It should be duly published and launched
- Customer care policy, which communicates intention of service provider, is not produced and published by the University of Lagos to guarantee customers that the authority has thought of best way to render customer service
- The result of some complaints received are not published for students' benefit
- Frontline staff confirmed and students complained that inadequate accommodation intrinsically affects overall service delivery at the campuses. For example members of staff who live far from the campus fight the traffic stress everyday to get to and from work
- Performance targets monitoring, although carried out by the Senate, results of such monitoring are not published in the public domain. This makes it difficult to assess the level of university advancement service delivery wise

### **Recommendations:**

- The service Charter of the University of Lagos should principally be addressed to the students who are the service takers. It should reflect their expectations; specify commitments from the authority to meet its service standards. The Service Charter should be formally published and made available in the public domain including the University's website
- Customer care policy of the university providing guidelines on how staff should treat students all the time should be published and made available through radio and website. This should specify how friendly, courteous and

helpful the staff should treat all its customers

- Complaints received within a specified period of time should continue to be analysed, recorded and result of action taken should be published to build customers' confidence that the authority is proactive and is sensitive to the concerns of its service users
- The problem of inadequate accommodation should be confronted squarely to avoid overall effect on service delivery at the campuses. For example members of staff and students who live far from the campus fight the traffic stress everyday to get to and from school and work. The adverse effect of this is enormous on both staff and student. University of Lagos should now think of an Epe or Badagry campuses also it should explore the option of Build on Transfer (BOT) fully.

## **Conclusion**

The SERVICOM Index score awarded to the University of Lagos is **2.3 out of 4 (58%)** which represents **Two star (\*\*)** and indicates 'Fair' service delivery. Although this is still far from praiseworthy, it is our belief that the University of Lagos could ensure continuous improvement on the quality of service delivered to members of the public if the recommendations contained in this report are considered and faithfully implemented.

# MAIN REPORT

## Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of the University of Lagos, Lagos State. Compliance has been measured against the SERVICOM Index, a yardstick for measuring the quality of services 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 University of Lagos service windows have been evaluated for each of these drivers through student interviews, discussions with staff, discussions with partners, review of key documents and observations. The Index score for University of Lagos has been calculated as a weighted average of the composite 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 Ahmed Rufai      Honourable Minister of Education
  2. Prof. Julius A. Okojie              Executive Secretary, NUC
  3. Prof. A. B. Sofoluwe                Vice Chancellor, University of Lagos
  4. Prof. R. A. Bello                      Deputy Vice Chancellor, Management Services
  5. Prof. Mabel Modupe Ogunlesi      Deputy Vice Chancellor, Academic & Research
  6. Oluwarotimi A.O. Sodimu Esq.     Registrar
  7. Mr. O.D. Ifarajimi JP                Bursar
  8. Dr. Okanlawon Adedeji              Ag. Librarian
  9. Prof.Duro Oni                          Dean, Faculty of Arts
- 
10. Prof M.A Bidmus                      Faculty of Education
  11. Prof. Kayode Amun                  Dean, Student Affairs
  12. Dr. R.A. Apampa                      Director, Medical Centre University of Lagos
  13. Prof. Leke Oduwaye                  Dean, Faculty of Environmental Sciences
  14. Prof.(Mrs.) C.I.Igwilo                Director of Academic Planning, Focal Officer

## 3.0 Terms of Reference

University of Lagos was selected for evaluation following a directive that all Government Agencies and Institutions be evaluated for SERVICOM Compliance.

## 4.0 Methodology

University of Lagos (UNILAG) was established by Act of the Federal Parliament in April 1962. It is one of Nigeria's first generation Universities hosting 49,159 students. It is located at Akoka, Lagos, Lagos State, and South- West of Nigeria. UNILAG has 3



campuses- the main campus at Akoka, Idi- Araba Campus and the School of Radiology campus. It has nine faculties which are: Arts, Law, Science, Pharmacy, Education, Engineering, Environmental Sciences, Social Sciences, Business Administration. Also, College of Medicine, Distance Learning Institute and Medical Centre through which it provides three key functions of: teaching, research and community service. These functions are carried out through several key service windows among which are:

- Administration
- Registrar
- Bursar
- Student Affairs
- Academics
- Exams
- Records
- Library
- Clinic/ Medical
- Accommodation

The service windows in University of Lagos 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
- Records
- Library
- Admissions and registration

- Medical Centre
- Accommodation

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

Given the particular nature of the services provided by the University of Lagos, it was also important to evaluate further evidence by reviewing the following documents:

- University of Lagos Service Charter
- Student Handbooks from Various Departments
- University Statistics
- Vice- Chancellor's Report
- Audit Report
- Reports of Staff Meetings
- Training Records
- UNILAG: website [www.unilag.edu.ng](http://www.unilag.edu.ng)
- NUC website [www.nuc.edu.ng](http://www.nuc.edu.ng)
- [www.Servenigeria.com](http://www.Servenigeria.com)

## **5.0 Findings**

The finding presented in this section comprise an index score, observations on the service charter and on the quality of service delivery found at the service windows

### **5.1 Charter Evaluation**

**Description:** Due for Review

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

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

- Standards of service provision and commitment to service delivery are not included in the Service Charter. For example the heading “Obligations” should explicitly commit all staff and should be more elaborate
- The description of how the promised standards would be monitored and arrangements for publishing performance against the service standards outlined in the Charter is not explicit.
- There are no clear indications that customers and other stakeholders were consulted before the Service Charter was compiled as this was not stated in the Charter
- The core values of the University and how it intends to fulfil same should be part of the service Charter
- A foreword to the University Service Charter is not stated
- The Charter does not state date of next review

#### **5.1.2. Recommendations for improving Service Charter**

Based on the findings, the following recommendations are provided to assist the University strengthen its Service Charter:

- Standards of service provisions and commitments to service delivery should be more elaborate in the Service Charter. For instance, the heading “Obligations” should explicitly commit all staff and should state measurable timelines for most of the services. For instance Hostels services will be accessible to students within 3 days of formal re-opening
- There should be a clear statement of how the University intends to monitor and measure standards promised in the Service Charter. Arrangements for publishing performance results against the service standards outlined in the Charter should be explicit and be made available in the public domain

- The University should declare how customers and other stakeholders were consulted before the Service Charter was compiled. This would confirm that views of the customers and stakeholders were the overriding concern for any set service delivery standards
- The core values of the University and how it intends to fulfil same should be part of the service Charter. This will inform the public of the value code the University should be associated with
- The heading on “D” should simply read “List of Clients/ Customers”
- The Vice- Chancellor should write a forward to this Service Charter. This would convince the readers that the authority is committed to the standards therein
- The Service Charter is a dynamic document and should state date of next review. For instance, this service charter would be reviewed every 2 years.

## 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 University of Lagos.

The overall Index score awarded for University of Lagos is **2.3 out of 4 (58%)**

**Description: Fair**

	<i>Score for University of Lagos</i>
<b>Overall Index score</b>	<b>2.3</b>
<b>Service Delivery</b>	<b>2.3</b>
1 - Standards and practices / performance	2.4
2 – Reception experience	2.4
3 - Complaints and grievance redress	2.5

<b>Timeliness</b>	<b>2.3</b>
1 – Standards and practice / performance	2.2
2 – Customer friendliness	2.5
<b>Information</b>	<b>2.3</b>
1 – Information	2.6
2 – Customer feedback	2.0
<b>Professionalism</b>	<b>2.2</b>
1 – Transparency	1.9
2 – Efficiency	2.6
<b>Staff Attitude</b>	<b>2.0</b>

### 5.3 Key Findings

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

#### 5.3.1 Service Delivery

- The University has not published standards or obligations for how staff should treat students and other stakeholders. This affects how staff generally treats students and other stakeholders.
- The results of monitoring performance against all standards, although carried out are not published. This makes it difficult to measure improvement or otherwise of the services of University of Lagos
- Most toilets visited were not in clean state and outdated facilities have not been replaced in some of the toilets like in the Guest House. This discourages students and University guests from using these facilities

properly

- A record of complaints with details of timeliness and resolution as well as regular analysis by management is not in the public domain for the benefit of the public
- Frontline staff are not trained on complaints handling and guidelines not provided, this affects the level of their professionalism in the resolution and investigation of all complaints

### **5.3.2 Timeliness**

**5.3.3** Students complained that the University does not meet its waiting times standards. For example, some students allocated room spaces were yet to move in three weeks after resumption because some hostels were being renovated

### **5.3.4 Information**

- Information on standards of service delivery is not available to customers and potential customers using a variety of measures. E.g. Published information on students' care should be available to all customers and displayed at the Notice Boards and the University website
- The University has not published plans for systematic and regular consultation with students and other stakeholders using variety of most suitable ways of obtaining feedback. For instance, use of comment card, students satisfaction survey etc to determine the feelings of recipients of its services.
- Customer satisfaction surveys, covering all groups, are not carried out to test and determine the quality of services delivered to customers, as such University of Lagos does not measure the impact of it's service delivery on customers with the aim of improving its services

### **5.3.4 Professionalism**

- Most staff do not wear name tags and their desks are not clearly marked to indicate their names and designation for easy identification by

customers

- An organisational chart is not displayed to guide all customers and visitors to the University on the structure of the organisation. The names, telephone numbers, and office numbers etc of persons in charge of customer service and complaints are not displayed, thereby making it difficult for customers to lodge their complaints when service fails
- Summary of complaints received from students and other customers over
- A certain period of time is not published to demonstrate to students and visitors that their complaints are acted upon for service improvement purposes
- Performance targets for teaching and technical staff have been sighted in the work plan, however, similar target are not set for admin and non teaching staff, overall business of the organisation, making it impossible to access the level of efficiency of these category of staff towards achieving the overall target of the Organisation
- Summary of budget and expenditure as well as audit report are not provided in the public domain for the benefit of the public
- Accommodation is inadequate for both staff and students. This impact negatively on the performance of off- campus lecturers and students.
- Facilities e.g classroom are inadequate. For instance Faculty of Pharmacy students were seen standing along the corridors to receive lectures

### **5.3.5 Staff Attitude**

- The customer care policy which takes account of all customers needs is not published and displayed in the website and student common rooms for the benefit of the students and the public
- Frontline staff confirmed that they have not been trained on modern techniques of citizens' care and on treatment of students. This affects the level of handling of students. For instance, it was observed that some staff

were heard shouting at students

## **Additional Findings**

### **5.4.1 Service Delivery**

- University of Lagos has acute space problem. Traffic within the campus during peak periods are tense
- Electricity is inadequate to enable the College of medicine function maximally. This impedes their efficiency and effectiveness
- Line staff are not exposed to video conferences and webinar to regularly keep them in touch with current issues in their respective fields

## **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 should set specific customer care standards and obligations of how staff should treat students. This will show how staff
- generally cares for students, demonstrate adequate skills to manage students' mounting expectations.
- The result of monitoring performance against all standards should be recorded, analyzed and published in the student handbook, annual report and the university website. This would make it possible for an evaluator to



measure level of service improvement or otherwise in the University of Lagos

- Students generally do not use the toilets facilities properly. For instance most students do not flush the toilets after use, others refuse to sit on the water closets but prefer to defecate on the floor. The University of Lagos should increase its supervision of the use of toilets, replace old and worn out facilities. If students are aware that their use of these facilities were being monitored and supervised, it would encourage students to use the facilities properly
- There should be a published record of complaints with details of timeliness, action taken, resolution as well as regular analysis by management for the benefit of the public. When students know that management give attention to their complaints it would encourage them to offer useful feedback to the authority
- Frontline staff should continue to be trained on complaints handling and guidelines on complaint management should be provided, this would positively impact on the level of staff professionalism in the investigation and resolution of all complaints.

### **6.1.2 Timeliness**

- The University should strive to meet its waiting times standards in all services. For example, some students allocated room spaces complained that they were yet to move in because some hostels were being renovated as at the week of November 21st 2011, about three weeks after resumption. The effect of this on students from distant places is considered huge and cost of alternative accommodation for the period amounted to double cost.

### **6.1.3 Information**

- Information on standards of service delivery should be distributed to

customers and potential customers using a variety of measures. E.g. Published information on students' care should be available to all students and be displayed on Notice Boards and the University website

- The University should published plans for systematic and regular consultation with students and other stakeholders using variety of ways. This will convince all students and stakeholders of authority's willingness to involve all in its policy making process
  
- Customer satisfaction surveys, focused groups interviews and used of comment cards to cover all groups, should be carried out to test and determine the quality of services delivered to students and other stakeholders. This will enable University of Lagos ascertain the feelings of students and to measure the impact of it's service delivery on customers with a view to improving its services

#### **5.3.4 Professionalism**

- Frontline staff should wear name tags and their desks should be clearly marked for easy identification by students and other stakeholders.
- Organisational chart of the University should be displayed at strategic locations, e.g Senate Building to guide all customers and visitors to the University on the structure of the organisation. The names, telephone numbers, and office numbers etc of persons in charge of customer service and complaints should be displayed to make it easy for customers to lodge their complaints when service fails
- Summary of complaints received from students and other customers over a certain period of time should continue to be analyzed and published to

demonstrate to students and visitors that their complaints are acted upon for service improvement purposes

- Performance targets should be set for admin and non teaching staff, and overall business of the University, making it possible to assess the efficiency of staff and departments towards achieving the overall targets of the organisation.
- Summary of budget and expenditure as well as audit report should be provided in the public domain for the benefit of the public
- The University of Lagos should devise a lasting solution to the lingering problem of inadequate accommodation for both staff and students. This impact negatively on the performance of off- campus lecturers and students. The authority should consider further expansions to location like Epe, Ikorodu or Badagry. The option of BOT should continue to be explored
- Facilities like classroom should be adequately provided for the Faculty of Pharmacy. students were seen standing along the corridors to receive lectures

### **5.3.5 Staff Attitude**

- The customer care policy, which is the hallmark for service providers' commitment to meeting customers expectations, should be published on the website and displayed on notice boards and at students common rooms for the benefit of the students and the public
- Frontline staff should continue to receive regular training on citizen care services and on staff treatment of students. This will further enhance their

level sensitivity in the handling of students.

## **Additional Recommendations**

### **5.4.1 Service Delivery**

- University of Lagos should tackle its acute space problem which is

impeding traffic within the Campus during peak periods. We suggest that parking spaces be paid for to discourage all bringing in their vehicles. This would free space as well as ease traffic within the campus

- Effort should be made to improve the supply of electricity at the college of medicine which currently is grossly inadequate. This would enable the College of Medicine function maximally and improve its efficiency and effectiveness.
- Line staff should be exposed to video conferences and webinar to regularly keep them in touch with current issues in their respective fields. This is cost effective and most staff would benefit instantly from current research breakthrough in their professions.

## **6.1 Service Improvement Planning**

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

## **6.2 Conclusion**

The SERVICOM Index score awarded to the University of Lagos, Lagos State is **2.3 out of 4 (58%)** which represents **2 Star (\*\*)** and indicates 'Fair' service delivery. Although this is still far from praiseworthy, it is our belief that the University of Lagos could ensure continuous improvement on the quality of service delivered to members of the public if the recommendations contained in this report are considered and faithfully implemented.