

Award of the SERVICOM Index

The People's Right to Be Served Right

Report of

SERVICOM Compliance Evaluation of

Nnamdi Azikiwe University

Awka, Anambra State

National University Commission

November 21 -23, 2011

EXECUTIVE SUMMARY

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION
OF NNAMDI AZIKIWE UNIVERSITY AWKA (UNIZIK, AWKA)**

Date of Evaluation: **November 21 - 23, 2011**

Score: **67.5 %**

Ranking: **3 Star Service (***)**

Description: **Acceptable**
Findings

Strengths:

- There is a very high level of SERVICOM awareness on the campus. Over 80% of staff and students are aware of the service delivery initiative which is strongly supported by Management
- The University has consistently maintained an uninterrupted academic calendar for eight consecutive years
- Management promptly investigates and resolves justified complaints received from both staff and students
- A well established public awareness forum is created through the Unizik 94.1 fm which has a wide coverage up to Lokoja and licensed by Nigeria Broadcasting Corporation (NBC). This also provides an avenue for feedback through phone - in programmes
- Establishment of an Anti-cult squad to check and counter cult activities on campus
- Regular service delivery monitoring of all campuses by the SERVICOM Unit
- High level of community engagement through partnering with philanthropists and banks to develop projects such as hostels, Lecture Theatres and Halls, roads etc
- The University has considered its local community through employment of junior staff from local community, access to education (i.e. primary and secondary school enrolment), health services (such as immunizations, health talks) and treatment in the school medical centre
- Special needs for the physically challenged are being catered for through

- lowered entry requirements and scholarships from second year having attained a CGP of 2.5
- There is a high level of staff punctuality to work through personal monitoring by the Vice Chancellor and the SERVICOM Unit which has led to increased productivity and efficiency
 - The University has a high level of Staff welfare by offering 50% scholarships to all staff pursuing post graduate studies and discounted school fees for their children

Weakness:

- Junior staff such as Porters, Security and Non Academic Staff have not all been trained to receive and handle complaints to enable them redress complaints at service points
- There is inadequate power supply to the Main Campus and Medical campuses of the University and working space is limited especially at the medical centre (Laboratory, pharmacy and medical records) to adequately store and preserve specimens and drugs of its patients
- Though the University has made some provision to encourage feedback on its services, not all staff have the courage to make comments and complaint on service failures and grievances
- Complaints received and their resolutions over a period of time are not published in the variety of publications the University has for purposes of service improvement
- The University authority does not properly monitor its partners such as canteens and eateries situated on campus hence it is unaware that alcoholic beverages are being sold to students during lecture hours

Recommendations

- The University Management should ensure that all Junior staff such Porters,

- Security and Non Academic Staff are properly trained to receive and handle complaints to enable them redress complaints at service points in order to improve efficiency and service delivery
- More attention and funding should be given to the medical campus, Okofia and medical centre with regards to power supply and space constraints to enable them attend more efficiently and effectively to the health needs of patients. The University Authorities should explore other power generating sources such as solar energy to service the medical centre
 - The University should encourage all staff to give feedback on its services and speak out when they are aggrieved on issues to enable the University adequately redress complaints and this will lead to improved productivity. Comment cards and questionnaires can be used to get feedback
 - Complaints received and their resolutions over a period of time should be published in the variety of publications the University has for purposes of service improvement
 - Partners such as canteens and eateries situated on campus should be properly monitored and sale of alcoholic beverages during lecture hours should be discouraged to control misbehaviour and indiscipline on part of students

Conclusion

The SERVICOM Index awarded to the Nnamdi Azikiwe University, Awka is **2.7** out of **4 (67.5%)** which represents **Three star (***)** and indicates '**Acceptable**' service delivery. Although this is not yet praiseworthy, it is our belief that Unizik, Awka 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 Nnamdi Azikiwe University, Awka (Unizik, Awka). 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 Nnamdi Azikiwe University (Unizik) Awka have been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners, review of key documents and observations. The overall Index score of Nnamdi Azikiwe University Awka 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 Ruqquayat Rufai | Hon Minister, Federal Ministry of Education |
| 2. Mr Ezenwo Nyesom Wike | Hon Minister of State, Education |
| 3. Prof Julius Okojie | Executive Secretary, National Universities Commission |
| 4. Prof. Boniface Egboka | Vice Chancellor Unizik Awka |
| 5. Prof. (ven) B.C. Okeke | Deputy Vice Chancellor (Administration) |
| 6. Prof. J.E. Ahaneku | Deputy Vice Chancellor (Academic) |
| 7. Barr.C.C. Okeke | Registrar Unizik Awka |
| 8. Prof.Okey C. Ikpeze | Provost Unizik Awka |
| 9. U.J.Agu | Bursar Unizik Awka |
| 10. E.O. Onwuka | Acting Librarian Unizik Awka |
| 11. Mr. V.I.O Modebelu | Nodal Officer Unizik Awka. |
| 12. Mr. L. Njelita | Customer Care Officer |

3.0 Terms of Reference

Nnamdi Azikiwe University, Awka was selected for evaluation following a Presidential directive that all Government Ministries, Departments and Agencies be evaluated for SERVICOM Compliance.

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

4.0 Methodology

Nnamdi Azikiwe University, Awka has two campuses, the main campus is located

at Awka sited thirty-five kilometres to the south-west of Awka and the second campus is at Nnewi with its non clinical campus at Okofia. The University was formerly known as Anambra state University of Technology (ASUTECH) established by law No.7, 1980. In 1991, the University was renamed Nnamdi Azikiwe University, Awka and was taken over by the Federal Government of Nigeria in September 1 by decree No 34 of July 15,1992.The University was established to use teaching ,research and community service to solve societal problems. In the process of learning, students should be oriented to use education in the solution of practical problems confronting them and the Nigerian society.

Other responsibilities as specified in their Act include:

- To encourage the advancement of learning by providing an opportunity of acquiring higher education in science, Engineering and Technology to all persons, irrespective of race,creed,sex,or political conviction.
- To make it possible for scientists, researchers, industries, trade and other bodies and individuals to benefit from the scientific and technological knowledge and inventions.
- To encourage maximum exploitation of our local resources for the development of our technologies and technical skills designed to solve the nation's social, economic and other related problems.
- Provide high quality professional administrative support services to customers
- Ensure prudent management of University fund
- Proactively address the students' academic, personal, social and vocational needs

Nnamdi Azikiwe University, Awka provides services to its customers through the following service windows, namely:

- Academic Services
- Administrative Services
- University Health Services

- University Consultancy Services
- University Library
- ICT
- Security Division
- Works and Estate Department
- Bursary Department
- Academic planning Unit
- Research and Development Centres.

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

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

Therefore, the following service windows were selected for evaluation:

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

The SERVICOM team for this evaluation consisted of two SERVICOM Officers and the representatives of NUC and Federal Ministry of Education as observers

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

Given the peculiar nature of the services provided by Unizik, Awka it was also important to evaluate further evidence by observation, mystery shopping, administering *questionnaires* and conducting interviews with staff, students, parents and partners including UBA Bank, Chuckies Restaurant and private developers. The website of SERVICOM office: www.servenigeria.com and Unizik www.unizik.edu.ng were also used for the research.

The key documents reviewed include:

- Service Charter of Unizik
- Unizik conditions of service (Senior and Junior Staff)
- Students information Handbook
- General and Academic Regulations
- The History of Nnamdi Azikiwe University Awka (1980-2010)
- Strategic plan of the University
- Audit Report as at June 2009
- Unizik Comet Magazine and newspaper
- Customer care policy
- Minutes of Meetings with Stake holders
- Training Records
- Unizik Ethics
- Reports of Service Delivery Monitoring
- Financial Statement for quarter ended 30th September, 2011
- Annual Report
- Complaints Register

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 Nnamdi Azikiwe University Awka.

5.1 Charter Evaluation

The evaluated score for the Service Charter of the Nnamdi Azikiwe University Awka is **suitable**

5.1.1 Findings on Service Charter

The following observations have been made on the Service Charter of Unizik Awka

Service Provision and Delivery

- There are no clear description of performance monitoring and publishing arrangement.

Charter Review

- The Charter does not state date of next review
- The charter is not produced in pamphlet form

5.1.2 Recommendations

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

Service Provision and Delivery

- The charter should contain clear description of how performance should be monitored and published as these will enhance the staff productivity

Charter Review

- The date of next review should be stated in the charter; the charter should be reviewed so that students/citizens can be aware of changes in the university.
- The charter should be produced in pamphlet form for easy access to staff, students and potential customers

5.2 Index Score

The table below summarises the result of the evaluation of the service window.

Based on the evaluation, we have calculated a score for Unizik, Awka

The overall Index score awarded to Unizik, Awka is: **2.7 out of 4 (67.5%)**

Description: 'Acceptable'

	Score for Nnamdi University Awka
Overall Index score	2.7
Service Delivery	2.7
1 - Standards & practices / performance	2.6
2 – Reception experience	2.4
3 – Complaints & grievance redress	3.0
Timeliness	2.5
1 – Standards & practice/performance	2.7
2 – Customer friendliness	2.3
Information	2.8
1 – Information	2.8
2 - Customer feedback	2.7
Professionalism	2.8
1 – Transparency	2.7
2 – Efficiency	2.9
Staff Attitude	2.7

5.3 Key Findings

The following observations have been made on the quality of service delivery provided by Nnamdi Azikiwe University Awka, which we think need to be addressed as a matter of urgency:

5.3.1 Service Delivery

- Cost and charges are not set within the reach of all students as complained by the students. The students complained of a recent increase in accreditation fees by 100%
- Junior staff such as Porters, Security and Non Teaching Staff have not all been trained to receive and handle complaints to enable them redress complaints at service points
- There is inadequate power supply to the Medical Centre, Medical campuses of the University and working space is limited especially at the medical centre (Laboratory, pharmacy and medical records) to adequately store and preserve specimens and drugs of its patients
- The water supply to the second and third floors in the male and female hostels is not constant i.e. those on the second and third floors fetch water from the tanks below to meet their domestic needs

5.3.2 Timeliness

- The results of monitoring of waiting times are not formally recorded to know when students are kept beyond standard waiting times
- Not all Staff give reasonable explanation for delays beyond standard waiting times especially at the registration point and the general courses for diploma students to enable the students know why they are kept waiting

5.3.3 Information

- The University has not adequately adapted its information provision for those with physical and mental disabilities to show that it has taken the needs of all its customers into consideration
- Though the University has made some provision to encourage feedback on its services, not all staff have the courage to make comments and complaint on service failures and grievances
- The results of comments are regularly analysed and reported to Management but publishing of such results are not widespread for the benefit of all customer groups

5.3.4 Professionalism

- Organisational charts are not displayed at all service points 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
- Complaints received and their resolutions over a period of time are not published in the variety of publications the University has for purposes of service improvement
- The university authority does not properly monitor its partners such as canteens and eateries situated on campus hence it is unaware that alcoholic beverages are being sold to students during lecture hours

5.3.5 Staff Attitude

- Though the University has a customer care policy in place it has not published it in a booklet form for the students to be aware of what treatment to expect from staff

5.4 Additional Findings

5.4.1 Service Delivery

- There is inadequate seating arrangements at the registration point for new students to seat while waiting to be attended to
- The transportation arrangements made to convey medical students from

Okofia to College of Medicine, Nnewi is inadequate.

5.0 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 National Universities Commission (NUC) should consult properly with all stakeholders and take into consideration students from less privileged homes when increasing levies on Federal Universities
- The University Management should ensure that Junior staff such as Porters, Security and Non Teaching Staff are trained to receive and handle complaints to enable them redress complaints at service points in order to improve efficiency and service delivery
- More attention and funding should be given to the medical campus, Okofia and medical centre with regards to power supply and space constraints to enable them attend more efficiently and effectively to the health needs of patients. The University Authorities should explore other power generating sources such as solar energy to service the medical centre
- Water supply in the male and female hostels should be improved on especially regarding the pumping of water to the second and third floors to reduce the man hours spent trying to get water upstairs from the tanks on the ground floor

6.1.2 Timeliness

- The results of monitoring of waiting times should be formally monitored and recorded to enable Management know when customers are kept beyond standard waiting times and improve on current waiting time standards
- All Staff should be encouraged to give reasonable explanation for delays beyond standard waiting times especially at the registration point and the general courses for diploma students to enable the students know why they are kept waiting. More attention should be given to diploma students in terms of regularity of lectures, provision of public address systems etc to enhance learning

6.1.3 Information

- The University should take into consideration and adapt its information provision such as pictorial information and Braille for those with physical and mental disabilities to show that it has taken the needs of all its various customer groups into consideration
- The University should encourage all staff to give feedback on its services and speak out when they are aggrieved on issues to enable the University adequately redress complaints and this will lead to improved productivity. Comment cards and questionnaires can be used to get feedback
- The results of comments should be regularly published in the University's publications such as Unizik comet magazine and newspaper etc for all customers to know that the Unizik encourages feedback and acts upon such

6.1.4 Professionalism

- Organisational charts should be displayed at all service points 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
- Complaints received and their resolutions over a period of time should be published in the variety of publications the University has for purposes of service improvement

- Partners such as canteens and eateries situated on campus should be properly monitored and sale of alcoholic beverages during lecture hours should be discouraged to control misbehaviour and indiscipline on part of students

6.1.5 Staff Attitude

- The University customer care policy should be published in a booklet form and widely distributed for the students to be aware of what treatment to expect from staff and to formally guide staff on how to treat students. It will also serve as a reference document on issues of service failure

6.2 Additional Recommendations

6.2.1 Service Delivery

- Adequate seats should be provided at the registration points for new students while waiting to be attended to and timed appointments can be introduced for registration i.e. different times given to different faculties to reduce congestion
- More vehicles should be made available to convey medical students from Okofia to the College of Medicine, Nnewi as this will help enhance their safety, save time and transportation costs incurred

6.3 Service Improvement Planning

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

6.4 Conclusion

The SERVICOM Index awarded to the Nnamdi Azikiwe University is **2.7 out of 4 (67.5%)** which represents **Three star (***)** and indicates **'Acceptable' Service**. Although this is still far from praiseworthy, it is our belief that the Nnamdi Azikiwe University Awka would aim at continuous improvement on the quality of service delivered to the citizens.