ENHANCING THE QUALITY OF SERVICE DELIVERY AND EMPLOYEE PRODUCTIVITY IN COVENANT UNIVERSITY

Prof. F.O. Iyoha (Ph.D, FCA)
Dean, College of Business and Social Sciences
Covenant University
Outline of Presentation

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• Responsibility for Quality Service Delivery
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• Higher education now a marketplace, driven by –
  
• (i) Competition for share of the education market
• (ii) Changing demographics,
• (iii) The advent of technology,
• (iv) High costs of education (both institutions and students)
• (v) Massive influx of admission seekers

• Implication:
  
Cross-functional, technology-driven service models with impact on:

• Organizational culture
• Pedagogical approaches
• Staffing (recruitment and retention)
• Budgeting, etc

Now, an institution’s approach to service delivery is a distinguishing factor.
Service Provision by the University

• Teaching
• Research
• Community services
• Library
• Catering
• Halls of residence
• Sporting
• ICT

• Health
• Security
• Transportation
• Financial/bursary
• Admissions
• Book acquisition
• Consultancy
Some Stakeholders Interested in Quality Service Delivery

• Board of Regents
• Students (current and prospective)
• Faculty and Staff
• CU Alumni
• Parents and Guardians
• Regulatory Authorities (e.g. NUC)
• Employers of Labour
• Competitors
• Donor/Research Agencies
• The General Public
• Contractors/suppliers
• JAMB
• Professional Bodies etc
Meeting Service Expectations

Expectation of CU from Staff for Quality Service Delivery

Service meets expectations when CU staff:

(i) Understand CU operating environment
(ii) listen to and understand stakeholders’ needs
(iii) treat and respect stakeholders as individuals
(iv) know about the services CU offers
(v) Communicate in a clear and simple terms
(vi) Are customer focused - friendly, polite and approachable
(vii) Follow through or do what they say they will do.
Expectations of CU Stakeholders for Quality Service Delivery

• Competitive selection of all categories of staff and students
• Applying best practices in teaching, learning and research
• Compliance with Benchmark Minimum Academic Standards (BMAS)
• Production of high calibre graduates
• Conduct of a transparent annual staff performance appraisal /evaluation
• Appointment and promotion of staff based on merit.
• Speedy and transparent responses to request and enquiries.
• Strict observance of laid down procedures for equity, justice and fairness.
• Ensure cultist and violent free University
• Prompt payment for services rendered
• Timely implementation of decisions of BOR, Senate and Management
• Observation of financial rules and regulations
Expectations of CU from Stakeholders for Quality Service Delivery

• Observe the provisions of the law and regulations of CU
• Support the University programmes and activities
• Treat all members of the University with respect and fairness
• Respond to requests for information timely and with integrity
• Meet obligations to the University as scheduled.
Why Enhance Quality of Service Delivery at Covenant University (CU)?

(i) Preference for CU graduates
(ii) Cost advantage vis-à-vis competitors
(iii) Attainment of Vision 10:2022

(Romans 9:28)

**Question 1:** Who is responsible for quality service delivery? **EVERYONE!**

**Question 2:** Who is everyone?
Everyone

Level 1
Strategic Level (BOR)

Level 2
Tactical Level (Management)

Level 3
(Operations)
The Context of Service Delivery (CU Business Model)

1. Strategic Objectives:
- Create knowledge and restore the dignity of the black man
- Raise a new generation of leaders
- Be listed among the top 10 universities by 2022

2. Distinctive Resources/Relationship:
- Solid Resource Base
- Budget Discipline
- Large Customer Base
- Sound Physical infrastructure
- Dynamic Learning Environment
- Regulatory Compliance
- Excellent Faculty

3. Governance:
- Stringent and clear rules of governance. As directed and not as convenient

4. Integrated Thinking:
- Integrated thinking and decision making across all departments/units of the university.

5. Drivers:
- Core Values

Spirituality:
- God fearing
- God Loving
- Godliness
- Gentleness
- Peace
- Enthusiasm

Possibility Mentality:
- Faith in assignment
- Royal carriage
- Self confidence
- Dignity in conduct
- Dignity in character
- Patriotism

Capacity Building:
- Openness to innovation
- Being teachable
- Mentorship roles
- Being adaptable
- Quality output

Integrity:
- Being accountable
- Being transparent
- Obedience to rules & regulations
- Acting with good conscience
- Being judicious with resources

Responsibility:
- Diligence
- Punctuality
- Promptness
- Confident
- Willingness to serve
- Loyalty

Diligence:
- Tenacity
- Hard working
- Quality output
- Excellence
- Painstaking

Sacrifice:
- Availability beyond call of duty
- Selflessness
- Patience
- Endurance
Components of the Business Model

1. **Strategic Objectives**:
   - Create knowledge and restore the dignity of the black man
   - Raise a generation of leaders
   - Be listed among the best 10 Universities in the world

2. **Assets**: not unique in themselves but the deployment thereof.

3. **Governance**: Rules and regulations as directed and not as convenient.

4. **Thinking**: integrated i.e. ensures no tradeoff between decision making and decision management, but trade off allowed in *capitals*

5. **Drivers- Core values**: teaching staff and students to be responsible.
Enhancing Service Delivery

Management

(a) Personal Enhancers
   (i) When placed in charge, take charge
   (ii) Discharge with integrity
   (iii) Discharge timely
   (iv) Seek counsel when in doubt
   (v) Bridle your tongue

(b) Soft Enhancers
   (i) Hilarious meetings
   (ii) Inspect what you expect
   (iii) Confrontation/communication skills
   (v) Skip-level meetings
   (vi) Stakeholders’ views on the quality of services
   (vii) Appropriate welfare package
   (viii) Clear rules of governance
(c) Other Enhancers

(a) Automation and integration of core business processes
(b) Activity scheduling
(c) Improved organizational structure
(d) Strengthening strategic management tools (SWOT analysis, Gap analysis, PEST analysis etc)
(e) Recreational facilities/centres
(f) Directorate of Ethics
(g) Integrity test
Employee Productivity

Management Responsibility

• Select the right people
• Financial security *(more common and sometime preferred)*
• Acceptance and emotional security
• Recognition and affirmation
• Capacity building
• Earn the trust and respect of employees
• Adequate feedback
• At all cost, avoid ‘killer’ phrases *(Proverbs 15:1; 16:24)*
• Stringent performance appraisal (individual’s behaviour and result)
• Hearing and listening
Cont’d

• Transparency
• Respect for employees
• Adequate response time
• Appreciation
• Lighten the work load of employees
• Determine the working styles of the staff
Employee Responsibility

Be a good corporate citizen-

(a) understand and appreciate the Core Values
(b) develop stakeholder mindset
(c) be committed to your unit/dept.
(d) develop the potential to make a difference
(e) have respect for others’ views
(f) have patience and ability to listen to opposing views
(g) think team work
(h) avoid actions/decisions of questionable intelligence value
(i) know when to speak and when to allow remarks roll right over you
(j) trigger strengthening of relationship with your boss
(k) learn to lead up, down and sideways.
(l) Bridle your tongue (confidentiality)
Mechanism for Handling Complaints and Suggestions

- Maintain suggestion/complaint box
- Acknowledge receipt and handle complaints speedily
- Maintain a register of complaints and suggestions
- Confidentiality and privacy in respects of complaints and suggestions
- Maintain interactive website for complaints and suggestions.
Performance Monitoring

Commitment to monitor service standards is imperative

- Periodic assessment of performance (Self-Assessment Rating Checklist)
- Monthly performance appraisal (Appraisal Committee)
- Periodic analysis and publications of stakeholders’ complaints and redress.
- Submission of monthly Report to the CU Management
- Have a Service Delivery Policy (SDP) in place.
Conclusion

• Covenant University is a fountain of light.
• In her shall the rest of the academic world see light (Psalms 36:9).
• Therefore, God is set to finish the work ahead of us and cut it short in righteousness (Romans 9:28).
• The only compliment we need to pay is to enhance the quality of service and productivity.
• The time to do that is now.
Thank You