



Covenant University

Raising a new Generation of Leaders

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

- Introduction
- Service Provision
- Stakeholders' Interest
- Meeting Service Expectations
- Responsibility for Quality Service Delivery
- CU Business Model
- Enhancing Service Delivery
- Employee Productivity
- Mechanism for handling Complaints
- Performance Monitoring
- Conclusion

▪ **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

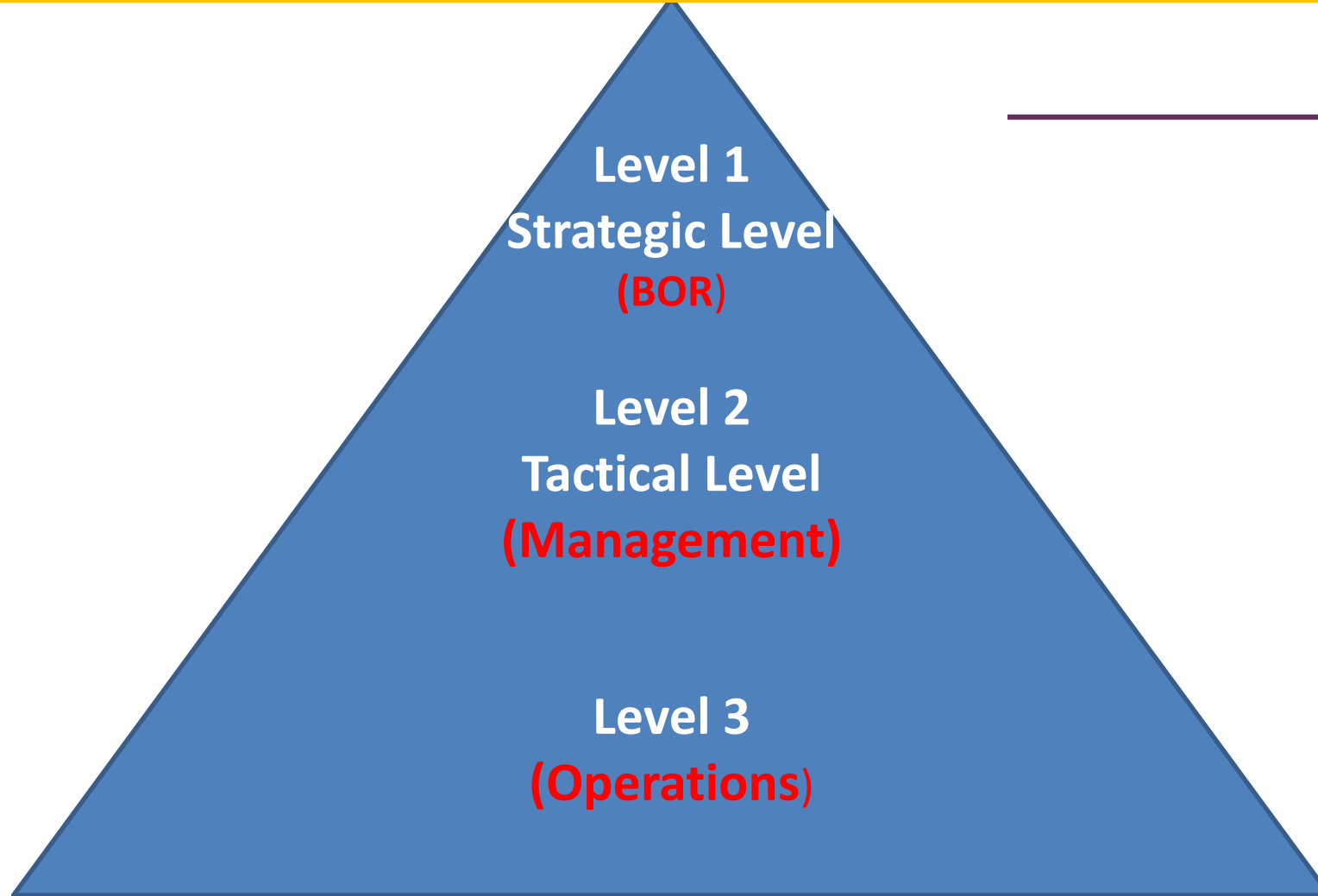
(Romans 9:28)

Question 1: Who is responsible for quality service delivery?

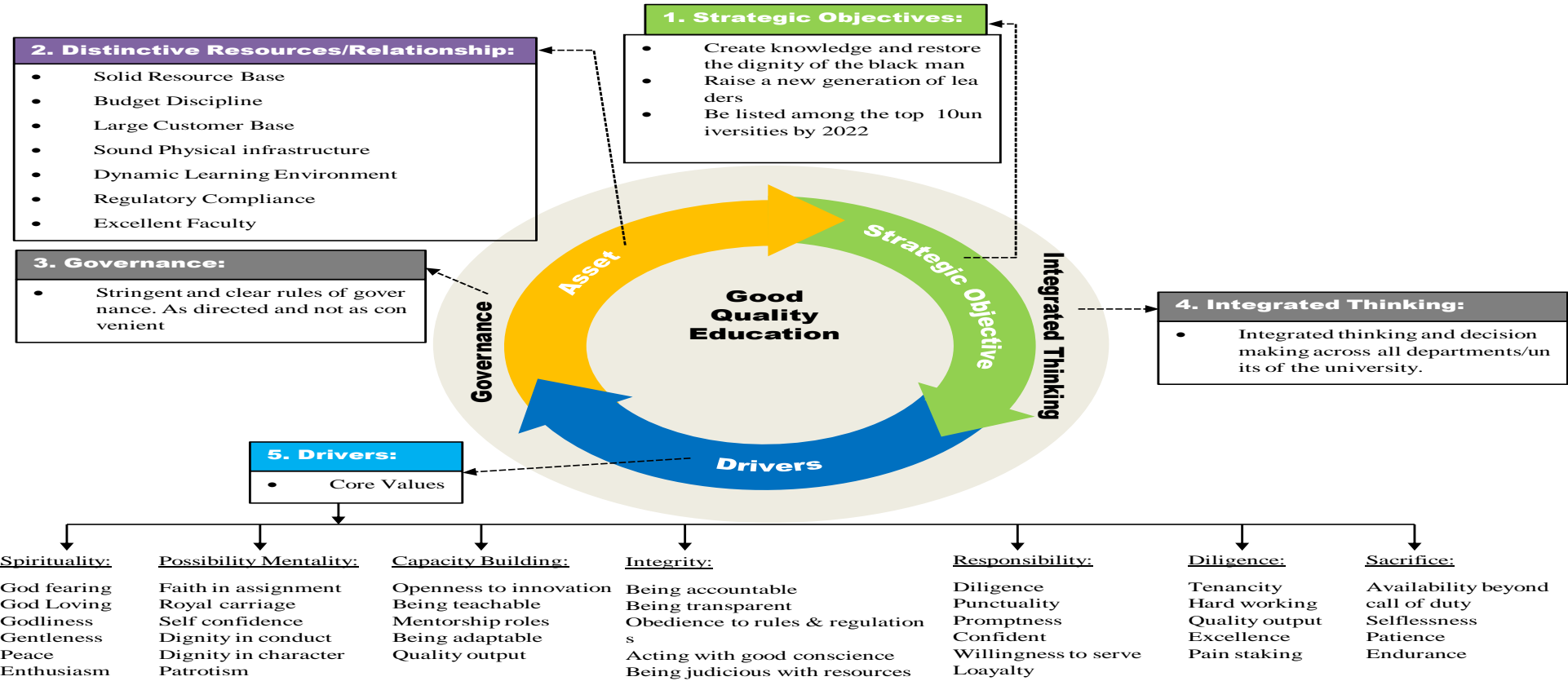
EVERYONE!

Question 2: Who is everyone?

Everyone



The Context of Service Delivery(CU Business Model)



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
- (ii) Confrontation/communication skills
- (v) Skip-level meetings
- (vi) Stakeholders' views on the quality of services
- (vii) Appropriate welfare package
- (viii) Clear rules of governance



Cont'd

(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 (**Psalm 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.



