



MOI UNIVERSITY AFRIQ UNITS RESULTS

INTRODUCTION

- Assessment done from **Examinations, Finance & Welfare** Service Units
- Both **staff & students** (undergraduate & graduate) responded to the EFQM service questionnaire
- **Improvement plans** drawn from results of both staff & student data files
- The presentation carries **strengths, areas for improvement & improvement actions**

Examinations

C.1 Leadership

- ▶ Team involved in Unit Objective drafting
- ▶ Team involved in creation of organisation structure & process management system
- ▶ Team available to staff, rewards staff, meets stakeholders, promotes partnerships & initiates improvement changes.

Action for improvement

- ▶ Clarify examinations objectives
- ▶ Actualize existing Unit plans & programs

Tasks

- ▶ Sensitization, reward scheme, partnerships

Resources

- ▶ Finances, training, HR, facilities, infrastructure

Indicators

- ▶ M&E of process & outcome

Examinations

C.2 Policy & strategy

- ▶ Unit analyzes & uses previous results to plan

Action for improvement

- ▶ Clarify exam strategy, goals & action plan, identify key factors for unit success, M&E, Mobilize financial resources

Tasks

- ▶ Sensitization, reward scheme, partnerships

Resources

- ▶ Finances, training, HR, facilities, infrastructure

Indicators

- ▶ Evaluation outcome

Examinations

C.3 People

- ▶ The human resource strategy (recruitment, training & career progress) is based on the needs of the strategic plan & objectives of the Unit.
- ▶ Unit identifies coherence between employee's duties & training, involves employees in design & proposal for improvement plans.
- ▶ Employees in Unit well informed & their opinion is considered & there is communication between them & their leaders.
- ▶ Unit recognizes employees' efforts.

Action for improvement

- ▶ Improve staff involvement in planning
- ▶ Enhance effective communication
- ▶ Structure to recognize staff worth

Tasks

- ▶ Training & continued sensitization
- ▶ Foster vertical & horizontal models of communication
- ▶ Motivate employees through recognition, appreciation & rewards

Resources

- ▶ Finances, training, HR, facilities, rewards

Indicators

- ▶ Trained staff, effective communication structure, motivated staff

Examinations

C.4 Partnerships & resources

- ▶ Unit has identified & involved key collaborators e.g. external examiners
- ▶ Unit implements suggestions from such collaborators
- ▶ Unit utilizes its economic resources optimally to achieve its objectives

Action for improvement

- ▶ Evaluate & implement collaborators' recommendations
- ▶ Evaluate, revise & use the Resource Management Model

Tasks

- ▶ Carry out an evaluation
- ▶ Use a localised RM Model
- ▶ Engage staff much more

Resources

- ▶ Finances, HR, facilities

Indicators

- ▶ Evaluation outcome
- ▶ Existing & working RMM
- ▶ Increased staff engagement

Examinations

C.5 Process

- ▶ Stakeholders properly informed about changes introduced in all the processes.
- ▶ Existing process to collect stakeholders' complaints
- ▶ Conduct of user satisfaction assessment.

Action for improvement

- ▶ Improve process to collect & use user complaints
- ▶ Assess users' satisfaction
- ▶ Continuous improvement of key processes of examination unit
- ▶ Create awareness in all stakeholders about the changes introduced in all the processes.

Tasks

- ▶ Training, seminars & workshops
- ▶ Enhance communication with users

Resources

- ▶ Finances, HR, facilities

Indicators

- ▶ M&E
- ▶ Exams network

Examinations

C.6 Customer results

- ▶ Unit assesses users' satisfaction level on a regular basis.
- ▶ Effective communication between staff
- ▶ Prompt & adequate response to users' complaints
- ▶ Unit's activities adequately disseminated throughout the University.
- ▶ Unit identifies indicators for users' satisfaction.
- ▶ Users evaluate Unit more positively than other units

Action for improvement

- ▶ Regularize Unit assessment
- ▶ Effective staff-user communication
- ▶ Speed up handling of complaints
- ▶ Identify indicators for users' satisfaction
- ▶ Create awareness in all stakeholders about the changes introduced in all the processes.

Tasks

- ▶ Regular user satisfaction assessment
- ▶ Set effective communication structures
- ▶ Implement views from users, esp. from the suggestion boxes
- ▶ Create an exams results dissemination network
- ▶ Apply staff evaluation form

Resources – Finances, HR, facilities, web

Indicators – M&E, Exams network

Examinations

C.7 People results

- ▶ Stakeholders properly informed about changes introduced in all the processes.
- ▶ Existing process to collect stakeholders' complaints
- ▶ Conduct of user satisfaction assessment.

Action for improvement

- ▶ Provide adequate material resources to the employees
- ▶ Evaluate and improve staff satisfaction

Tasks

- ▶ Mobilize and channel material resources
- ▶ Conduct staff satisfaction evaluation
- ▶ Motivate staff by rewards & recognition, promotion based on merit

Resources

- ▶ Finances, HR, facilities

Indicators

- ▶ Staff motivation assessment
- ▶ Adequate material & HR

Examinations

C.8 Society results

- ▶ Unit connects with other similar organizations
- ▶ Unit reduce its consumption of utilities including power
- ▶ Unit recycles & uses recycled material
- ▶ Unit takes into account needs of the disabled & minorities

Action for improvement

- ▶ Networks & linkages
- ▶ Regulate water & power use
- ▶ Institute culture of recycle
- ▶ Create & improve special infrastructure for challenged persons.

Tasks

- ▶ Networking
- ▶ Set structure for the challenged
- ▶ Recycle material

Resources

- ▶ Finances, HR, facilities, training & mobilization, infrastructure

Indicators

- ▶ Viable linkages, reduced consumption costs– visible infrastructure & recycled material

Examinations

C.9 Key performance results

- ▶ The unit controls its key indicators and also fully implements its annual action plans including timetables.

Action for improvement

- ▶ Measure its financial and non-financial results.
- ▶ Harmonize the unit's objectives with its budget.
- ▶ Actualize existing key performance indicators

Tasks

- ▶ Regular unit financial audit
- ▶ Transform plans and strategies into action results

Resources

- ▶ Finances, HR, facilities

Indicators

- ▶ Umpteenth audit report

Finance

C.1 Leadership

- ▶ Team actively involved in the drafting of fundamental objectives of Unit
- ▶ Employees are well rewarded
- ▶ Leaders seminar in 2009

Action for improvement

- ▶ Clarify & systematize the organisational structure & process management system
- ▶ Sensitise staff to nurture their working relationship with students & stakeholders

Tasks

- ▶ Workshops & seminars
- ▶ Utilize performance manual guides

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Minimum staff supervision
- ▶ Timely work input
- ▶ Stakeholder responses
- ▶ Confidence in decision making

Finance

C.2 Policy & Strategies

- ▶ Unit is active in identification of strategic goals
- ▶ Available financial resources are properly utilised in order to meet the goal of Unit

Action for improvement

- ▶ Develop clearly defined strategy & action plan based on empiricism
- ▶ Periodic strategy evaluation

Tasks

- ▶ Information gathering & analysis
- ▶ Formulation of Unit strategy and plans
- ▶ Training and workshops on policy formulation and strategic planning

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Strategy policy document
- ▶ Action plans

Finance

C.3 People

- ▶ Human resource strategy (recruitment, training, career progress) is based on the University Strategic Plan and objectives of Unit

Action for improvement

- ▶ Establish cordial working relationship among all the staff .
- ▶ Involve Unit management & all staff in decision making process
- ▶ Recognize and reward staff and stakeholders effort that contribute to Unit success

Tasks

- ▶ Workshops & seminars
- ▶ Clarify staff job descriptions

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Teamwork, effective and timely met targets

Finance

C. 4 Partnerships & resources

- ▶ Unit recognizes all the variables within the criterion as relevant & their level of application is evident. However, the level of development is low for these variables.

Action for improvement

- ▶ Inventory of resources & collaborators
- ▶ Identify collaborators/partners inputs
- ▶ Maintain collaborations and partnerships
- ▶ Evaluate efficiency of RM model

Tasks

- ▶ List key partners by service
- ▶ Evaluate their impact on the Unit
- ▶ Assess economic resources of the Unit
- ▶ Assess and improve the RM Model

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Directory of key partners
- ▶ Working RM model

Finance

C.5 Process

- ▶ Unit defines all processes esp. those necessary for stakeholders participation
- ▶ Stakeholders are properly informed about changes introduced in all Unit processes

Action for improvement

- ▶ Clarify process indicators, and frequently evaluate the performance
- ▶ Sensitise stakeholders on availability of user satisfaction questionnaire
- ▶ **Tasks** Identify, evaluate & modify indicators & processes where appropriate
- ▶ Generate a manual for users

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Effective processes
- ▶ Use of open minded criticism and comments from users

Finance

C.6 Customer results

- ▶ Suggestions and recommendations taken with a view to implement
- ▶ Suggestion boxes used for uptake of user comments

Action for improvement

- ▶ Establish a Customer Care Desk
- ▶ Sensitize users to the value of objectives, vision & Unit mission

Tasks

- ▶ Set up customer care desk
- ▶ Communicate to users e.g. by newsletter, website, notice boards etc.
- ▶ Workshops and seminars

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Customer feedback & satisfaction
- ▶ Existence of a customer care desk
- ▶ Increase in the number of users

Finance

C.7 People results

- ▶ Satisfactory working relationship among Unit employees
- ▶ Cordial working relationship between employees & leaders

Action for improvement

- ▶ Motivate Unit Staff
- ▶ Involve staff/students in decision making

Tasks

- ▶ Avail resources as required
- ▶ Engage all in decision making

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Increased Staff participation & productivity levels.
- ▶ Efficient time management

Finance

C.8 Society results

- ▶ Unit is well connected with other Units within the University for work & performance coordination

Action for improvement

- ▶ Reduce cost of consumption in utilities
- ▶ Nurture corporate social responsibility

Tasks

- ▶ Identify resource for re-used & recycle
- ▶ Generate policy on use of utilities
- ▶ Identify user friendly substitutes e.g. solar and wind energy, recycled paper, improved/repaired old furniture

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Reduced expenses on utilities
- ▶ Income from resources regarded as waste
- ▶ Cordial working relationship with society

Finance

C.9 Key performance results

- ▶ Increased user numbers

Action for improvement

- ▶ Budgetary control coherent with objectives & implement action plans
- ▶ Sensitise users to how Unit measures its financial /non-financial results and how it controls its key indicators

Tasks

- ▶ Workshops & seminars
- ▶ Share appropriate information with users
- ▶ Prepare to users audit reports

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Efficient management of finances
- ▶ Audit reports

C.1 Leadership

- ▶ Unit management team gets involved in drafting of Unit objectives

Action for improvement

- ▶ Clarify organizational structure & process system
- ▶ Sensitize Unit management on the need to regularly meet staff & students

Tasks

- ▶ Training, workshops, seminars
- ▶ Staff – student meetings

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Effective leadership structure
- ▶ Achievement of planned results
- ▶ Motivated staff
- ▶ Effective quality assurance system

C.2 Policy & strategy

- ▶ Unit has Identified key factors for its success

Action for improvement

- ▶ Review& clarify policies and action plans

Tasks

- ▶ Define strategy, action plan
- ▶ Draw up a unit service charter
- ▶ Create awareness/publicity and display useful documents

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Unit service charter
- ▶ Suggestion boxes

C.3 People

- ▶ Human resource strategy is based on needs of strategic plan & Unit objectives

Action for improvement

- ▶ Recognize & honour productive staff
- ▶ Obtain & use user's opinion
- ▶ Forge team work

Tasks

- ▶ Consultative forum
- ▶ Refresher courses & re/training

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Motivated staff
- ▶ Improved performance
- ▶ Use of objective opinion

C.4 Partnerships & resources

- ▶ Students interact with other organisations for scholarships, social, career etc
- ▶ Unit Management informs stakeholders properly about changes introduced
- ▶ Stakeholder complaints considered

Action for improvement

- ▶ Forge partnerships
- ▶ Mobilize resources
- ▶ Mobilization Strategies

Tasks

- ▶ Situational analysis
- ▶ Update an inventory of resources & key collaborators
- ▶ Identify their contribution
- ▶ Continuously establish and foster collaborations

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Staff & student scholarship/fellowships

C.5 Process

- ▶ Stakeholders are appropriately informed about changes introduced in all Unit processes
- ▶ Evident process for collecting stakeholder's complains e.g. by suggestion boxes, black book for disciplinary purposes
- ▶ Unit has defined all processes necessary for participation of stake holders (e.g. funds for clubs, parties, leave of absence, ID cards)
- ▶ Unit has process indicators

Action for improvement

- ▶ Develop Unit process indicators
- ▶ Monitor & evaluate work processes
- ▶ Create awareness & publicity on processes

Tasks

- ▶ Make advertisements
- ▶ Issue notices
- ▶ Seminars & workshops

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ Manuals
- ▶ Performance outcomes
- ▶ Feedback results

C.6 Customer results

- ▶ Regular consultations
- ▶ Effective interpersonal relations among staff for performance
- ▶ Announcements by notice boards
- ▶ Noticeable improvements for positive changes
- ▶ Adequate communication about Unit activities

Action for improvement

- ▶ Specify & adhere to tasks & time lines

Tasks

- ▶ Create customer care desk,
- ▶ Training & seminar/workshops

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ ISO reports,
- ▶ Feedback,
- ▶ Public pronouncements

C.7 People results

- ▶ Cordial working relationships
- ▶ Sharing of ideas amongst staff
- ▶ Use of suggestion box ideas
- ▶ Recognisable user satisfaction

Action for improvement

- ▶ Involve staff/students in decision making
- ▶ Facilitation of staff work

Tasks

- ▶ Provide materials
- ▶ More engagement & participation of staff
- ▶ Staff appraisals

Resources

- ▶ Funds, human resources, facilities

Indicators

- ▶ More staff engaged in decision making
- ▶ Behaviour change in students and staff
- ▶ Meeting deadlines
- ▶ Positive appraisal reports
- ▶ Improved staff working relationships

C.8 Society results

- ▶ Unit connected with other units for work & performance
- ▶ Availability of inter-schools programs in career training, leadership, seminars/workshops
- ▶ Absence of discrimination upon special groups and minorities
- ▶ –Unit works hand in hand with other organisations

Action for improvement

- ▶ Reduction in electricity wastage
- ▶ Haring facilities & services with society

Tasks

- ▶ Identify & recycle material
- ▶ Renovate facilities (hostels/buildings)
- ▶ Generate funds from conference hall, hostels, counselling services & community service

Resources– Funds, human resources, facilities

Indicators

- ▶ Reduced expenses on utilities
- ▶ Established/ncreased income from facilities – hostels, student centre, gym, conference centre
- ▶ Adequate funds for maintenance of basic facilities e.g. sofa sets for counselling
- ▶ Reduced expenditure due to recycling

C.9 Key performance

- ▶ Higher performance in comparison with other Units
- ▶ Adherence to Unit plans and policies
- ▶ Staff appraisal

Action for improvement

- ▶ Rationalize financial returns
- ▶ Adherence to procedures/ timetable for booking & allocation of rooms
- ▶ Ensure users get maximum benefit of resources and services offered by Unit.

Tasks

- ▶ Constantly avail facilities, materials, equipment, human resources conducive for Unit work

Resources

- ▶ Funds, human resources, facilities

Indicators – Well maintained facilities

End Of Improvement Plans presentation

MOI UNIVERSITY

