



**OFFICE OF THE VICE-CHANCELLOR
QUALITY ASSURANCE UNIT**

QUALITY ASSURANCE GUIDE

FOR

UNIVERSITY OF NIGERIA

BY

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FOREWORD

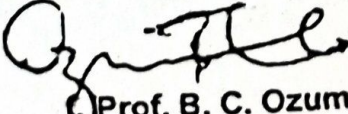
Quality assurance is germane to the 21st century knowledge systems. The vision and mission of the University of Nigeria are apt with resounding roadmap to quality output. Monitoring of the quality indicators right from the input variables is very necessary to ensure authentic progress in the system. In any system such as a university there are detractor, passive and promoter staff and students. The promoter staff will make the system enduring while on the other hand, the detractor and passive staff and students retrogress the system. The pertinent question is, how do we convert the detractor and passive staff and students in the university to promoter staff and students?

This guide on Quality Assurance is coming out at a point in time it appears we are in crossroads of sustenance of lifelong education. Some schools of thought believe that education is not driving development any longer and it is the lack in quality control in the system that makes them think so. If quality is assured at every level or facet of our educational process, then we can be assured of sustained progress in the system. Thanks to the NUC for empowering the universities in Nigeria to create functional quality assurance units.

The university of Nigeria administration, teaching and non-teaching staff including the student body need to be aware of bench marks and deviations to making progress at all levels of governance as enunciated in this guide.

I hereby thank the Director of Quality Assurance, Prof. Uju Clara Umo immensely for moving the university forward in this direction with this guide as reference point. The means will actually justify the end in our education enterprise and this is my fervent prayers. I hereby implore every staff occupying leadership position to always use this Guide to ensure quality in all levels of university leadership and followership. I hereby declare this work a policy guide for quality assurance in the University of Nigeria.

Thanks.


Prof. B. C. Ozumba
Vice-Chancellor

INTRODUCTION

I, Professor Uju Clara Umo, a Professor of Language Education was appointed Director Quality Assurance Unit on September 7th, 2018 by the Vice-Chancellor Professor B. C. Ozumba. I hereby thank the Vice-Chancellor specially for this appointment. With the encouragement and support from the Vice-Chancellor, the Unit swung into action by carrying out a number of sensitization/awareness creation among various categories of staff. May I, use this forum to thank our amiable Vice-Chancellor, Prof. B. C. Ozumba immensely for chairing the maiden sensitization seminar for Deans, Directors, Heads of Department and units, titled "Success of our students: stake holders expectations". The seminar culminated into this pamphlet titled – Quality Assurance Guide for University of Nigeria. This guide is subject to review from time to time. The aim of this guide apart from increasing our visibility, is to ensure that every staff and student becomes an advocate of University of Nigeria. When the system has quality staff and quality students, the University will be on auto-run. It is only then that Quality Assurance Unit shall have attained its goal.

CLARIFICATIONS

- Quality - General Standard or grade
- Degree of excellence
- Fineness or grade of excellence
- Assurance - Giving Confidence
- Guarantee
- Being certain
- Assuring that the means are justified

Quality Assurance:

Assuring that quality is maintained or guaranteed

International Standards Organization (ISO) 9000 defines Quality Assurance as “part of quality management focused on providing confidence that quality requirements will be fulfilled. Quality Assurance Unit is the heart and brain of every University system (Saliu, 2018).

Quality Assurance Unit (QAU) of University of Nigeria monitors all aspects of University system especially those related to students'/staff input and output processes. The essence is to ensure that actions conform with laid down standards in all spheres of University work.

Background Information

Three categories of staff exist in every University system including University of Nigeria. The success or failure of our students lie heavily on the performance of these groups of staff. They are:

- ❖ Detractor staff
- ❖ Passive staff and
- ❖ Promoter staff

Just like their names suggest they pass to their students the traits in them which invariably promote or mar the process of producing desired graduates. It is the duty of QAU to ensure that the detractor/passive staff are converted to promoter staff. When this is achieved the university system will produce graduates whom it would be proud of in future.

Characteristics of Detractor, Passive and Promoter Staff (DPP)

Detractor staff, they fall under the following traits:

- Sadists
- Unprepared
- Not grounded on the job
- Employed on sympathy bases
- Active dodger
- Depreciator
- Disbeliever
- Flouter
- Skeptic
- Take away from dimensions of quality etc
- Regarded as laggards

Passive staff

- Not assertive
- Not detailed in instruction
- Pay attention only on personal issues like salary pay day
- Critics
- Lay more emphasis on giving assignments
- Enjoy staying idle
- Low esteem
- Docile
- Mostly influenced by external forces
- Laissez-fair attitude
- Non compliant
- Regarded as laggards

Promoter staff: This group of staff are in very high spirit concerning their job. They are:

- Assertive
- Detailed
- Grounded on the job
- Innovative
- Go extra mile
- Provide conducive class environment
- Proffer solutions
- Willingness to serve
- Initiate new ideas
- Boosters

- Organizers
- Result oriented
- Their watchword is Turn Around Time (TAT)

CAPA Strategy

CAPA strategy is a process of correcting and preventing undesired behavior from staff in a system.

CAPA means Corrective Action (CA) Preventive Action (PA)

Corrective Action: Consist of improvements to an organisation's processes taken to eliminate causes of non conformities or other undesirable situations (ISO, 2015).

Preventive Action: Is a change implemented to address a weakness in a management system that is not yet responsible for causing non conforming service (ISO, 2015).

Quality Assurance Unit should identify problem situations, analyse such problems and come up with corrective actions, i.e. to bridge already existing gap in an organization or unit. From the analysis of the issue or problem, Preventive Actions will then be utilized for preventing future occurrence of such undesired behavior.

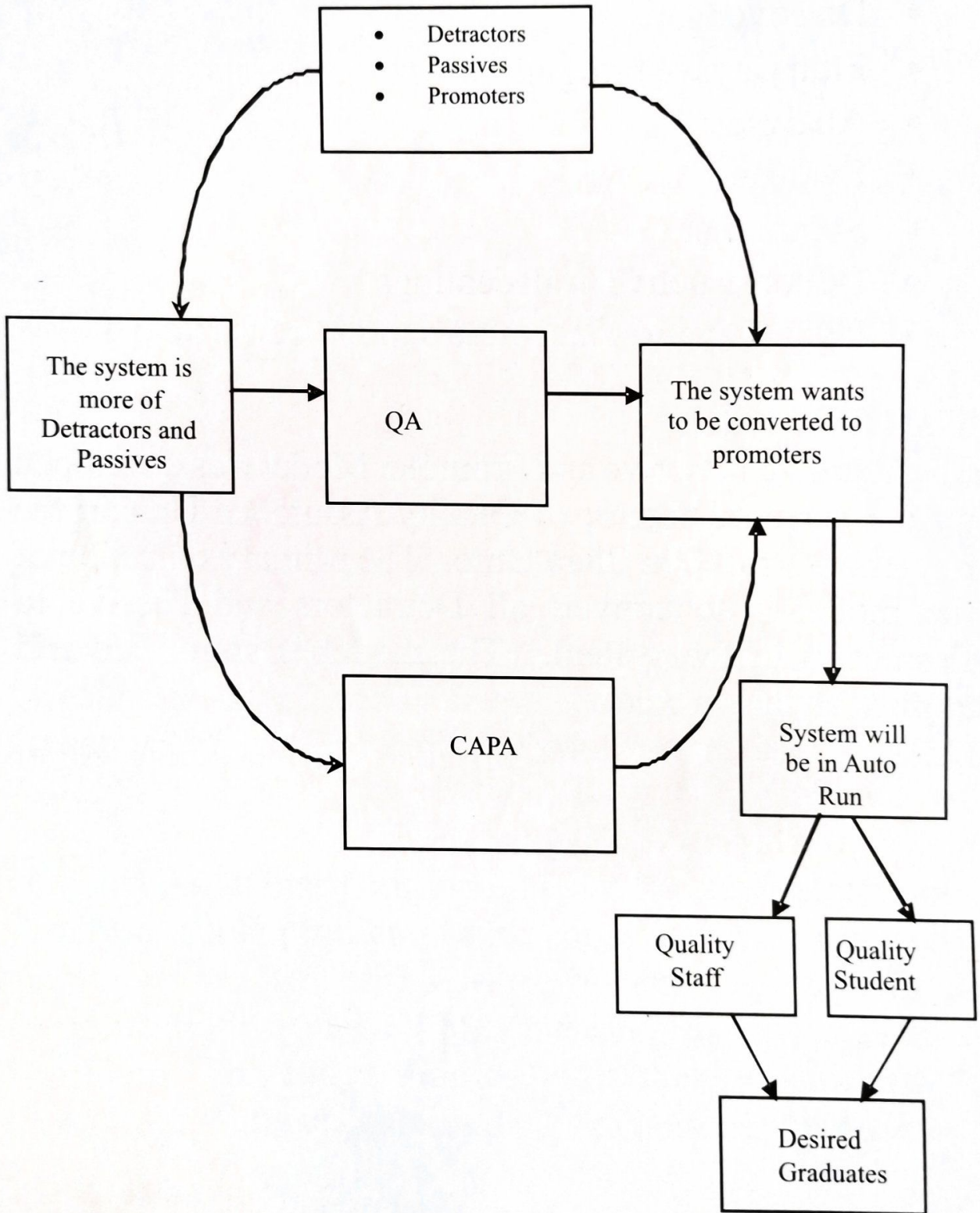
How to use CAPA

- Isolate individual problems
- Discover gaps
- Find ways of bridging
- Analyse
- Evaluate
- Summarise
- Be constructive in all dealings
- Use motivation/incentive/support/reward etc.

The DPP Model:

The Detractor, Passive and Promoter Model was developed by the current Director of Quality Assurance Unit of the university Prof. Uju Clara Umo. The primary objective of the model is to convert all Detractors and Passive to Promoters in the system. The model is simplified and explicit as shown below:

THE DPP MODEL



ESTABLISHMENT OF QUALITY ASSURANCE UNIT AT THE UNIVERSITY OF NIGERIA

Quality Assurance Unit was established in the University of Nigeria in the year 2015 by the present Administration under the Leadership of Prof. B. C. Ozumba who saw the need to key into the NUC directive for its establishment.

VISION

A unit that derives effective coordination, monitoring and assessment of teaching, research and outreach programmes in the University for quality assurance, as well as ensuring quality of resources, both human and material, for learning in the 21st century global competitive knowledge era, including students' utilization of quality input and output variables for development.

MISION

1. To coordinate, monitor and evaluate academic, research, and outreach programmes of the University to ensure that they meet specified requirements for quality of service delivery.
2. To create Document Management System (DMS) for the University that will showcase all the activities in the University including staff development programme.
3. To synergize with Academic Planning Unit to make quality inputs on University matters to stakeholders

including NUC and Ministry of Education

4. To ensure quality in all the aspects of staff development and appraisal matters.
5. To ensure that quality resources are put in place and as well effectively utilized for global competitiveness
6. To develop sametrix and other relevant instruments for assessing the goodness of fit of products/services of the University
7. To assist in identifying quality teaching and research needs of the departments including equipments
8. To ensure quality in all matters relating to students in terms of teaching, examination and on-campus extra-curricular activities that will ensure that they qualify in character and in learning.
9. To ensure that the University is linked up with International Standards Organization (ISO) which will monitor and evaluate the University system to guarantee fit for purpose.
10. To ensure that affiliate institutions of the University conform with all the aspect of quality assurance Mechanisms/system of the University.

OBJECTIVES

The main objective of the quality assurance unit is to improve the quality of input, processes and output of the University system. It also acts as a mechanism to guarantee that the University is fit for purpose. Specifically the unit intends;

1. To collaborate with the Senate Curriculum Committee of the University to ensure that academic programmes are in tandem with the 21st Century knowledge/system era by ensuring the innovation in learning is given adequate attention.
2. To ensure that Quality Assurance Unit in collaboration with the University Senate Curriculum Committee maintain high standards in the university programmes through periodic curricular review/implementation.
3. To maintain a viable Departmental Quality Assurance committee that implement quality guidelines and input from the centre
4. To liaise with ICT to maintain a data base (sametrix) for all staff and students' workload, resources and equipments etc for use in carrying capacity analysis.
5. To liaise with ICT to ensure that departments, faculties, centres and units have operational and active sites for uploading programmes including

students' results.

6. To synergize with Academic Planning Unit to make quality input to NUC on programme status and implementation policies.
7. To monitor and advice on appraisal status and implementation processes on all staff appraisal.
8. To create awareness to newly employed staff on the goals, vision and mission of the University through workshops, conferences, and focus group approaches.
9. To develop and standardize an instrument for students' appraisal of teaching, technologies in the faculties and ensuring that they are effectively put to use through sametrix evaluation system.
10. To hook up with the Academic Planning Unit to ensure smooth NUC accreditation process through, analyzing previous reports, carrying out mock accreditation in various programmes and advising the university management on staffing based on accreditation demands.
11. To monitor the CBT in the University to ensure that all the needful are implemented.
12. To evaluate Lecturers' input in terms of textual

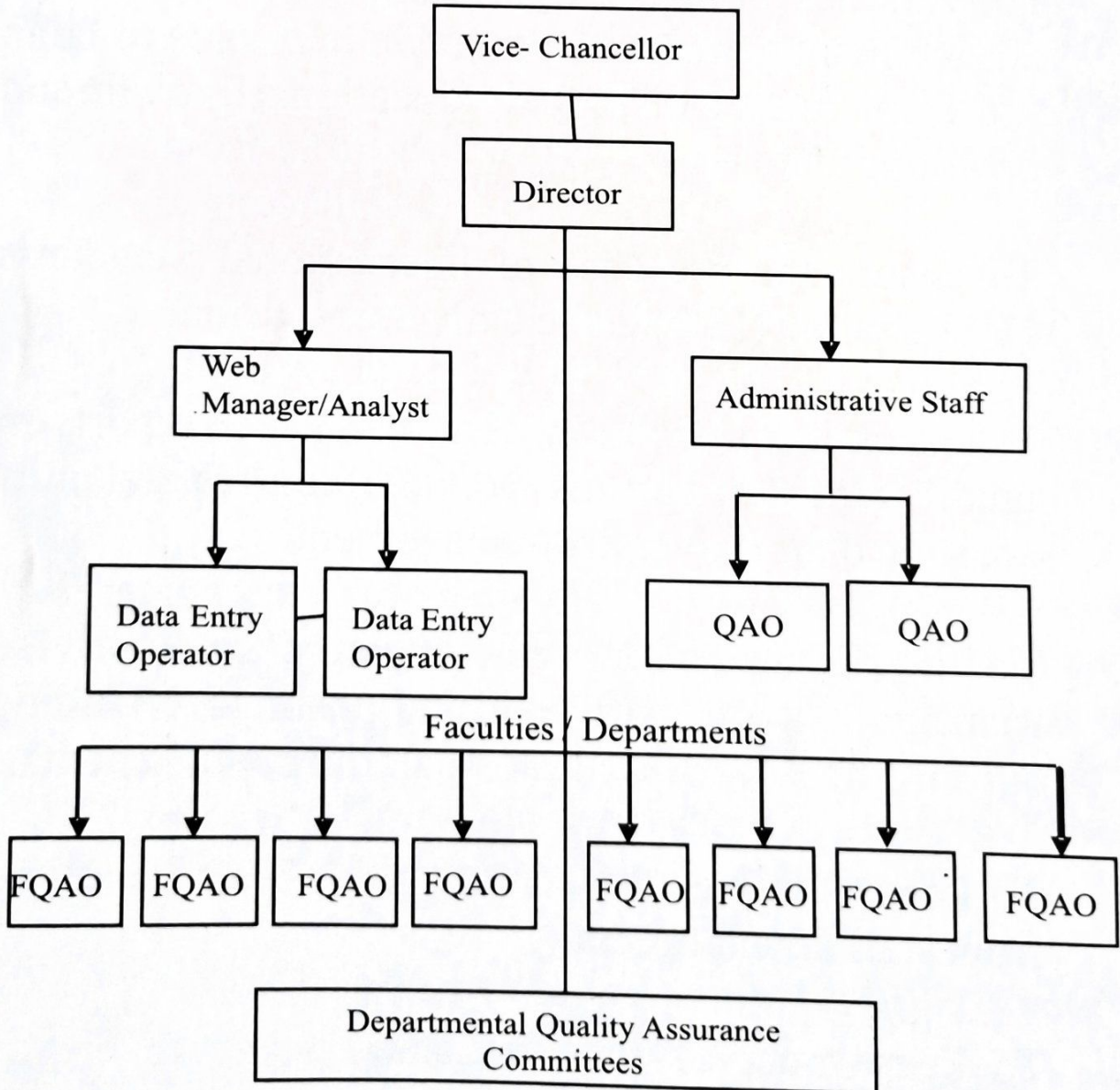
materials and advise the Vice Chancellor on worth of those materials for approval to be placed in the bookshops.

13. To work closely with the Impact factor committee to ensure validity of input.
14. To monitor quality assurance processes in various Universities both in Nigeria and in Diaspora and advice management on proactive measures to be in the front runner of global educational growth and development
15. To ensure the presence of International Standards Organization (ISO) in the University system.
16. To ensure that periodic and end-of-session reports on quality status of various faculties, centres and units are sent to the university management.
17. To hook up with the Registry and advise management on staff transfer, postings including staff from research institutes/parallel appointments.
18. To keep data base of all staff who have benefited from staff development
19. To keep track of staff on study leave to ensure compliance to University policy and regulation attached to such leaves.

20. To encourage and monitor team teaching in various programmes.
21. To ensure proper awareness and compliance on quality assurance issues in all affiliate institutions.

**QUALITY ASSURANCE
UNIT**

ORGANOGRAM



QAO: Quality Assurance Officer
FQAO: Faculty Quality Assurance Officer

ROLE OF STAKEHOLDERS OF THE UNIVERSITY

The Vice-Chancellor

The Vice-Chancellor as the Chief Executive of the University has overall responsibility for; Approving the standardization machinery, Coordinating, Monitoring, Advising, Motivating, Assisting, Encouraging the directorate processes and implementation machinery on the one hand and as well report to Senate and Council on quality assurance matters for institutionalization.

The Vice Chancellor is to ensure the overall responsibility of the Quality Assurance Unit of the University and reports to the Senate and Council. Other principal officers of the university and stakeholders are responsible for the Quality Assurance of their various units on behalf of the Vice Chancellor.

The Bursar;

- Is to ensure that there is no gap in communication to staff on financial positions of the school.
- Is to ensure proper and prudent management of funds in the university.
- Should keep both staff and student abreast of financial status of the university
- Is to ensure proper compliance of Federal Government policies on staff deductions
- Should ensure uniformity of payments to staff.
- Should always apply 21st Century based methods in financial operations
- Should advice the Vice Chancellor on prudence fund management
- Should create a forum to discuss new methods of financial operations with the university staff.

The Registrar;

- He/she is the custodian of University policy.
- Should ensure that all the policies of the university are followed strictly and well interpreted. He/she should ensure proper implementation of the guidelines, laws and rules which govern the university.
- Should always give out the Time-table of events in the school on time and ensure that it is followed strictly.
- Is to ensure that both staff and student cases are treated with dispatch.
- Should give Quality leadership of his office to the Senate
- Should give sound advice to the Vice Chancellor on administrative matters
- Should be a role model to Administrative officers
- Should keep a data base of both staff and students of the university
- Should be innovative in generating ideas that will move the university forward.

The University Librarian

- The librarian must ensure that the University Library is stock with current and topical materials.
- He/she should ensure that Departmental Library are hooked electronically to the main library as the big umbrella.
- Is to ensure the visibility of the university enduring heritage through our institutional repository which is second to none in Nigeria.
- Is to ensure that the University of Nigeria main library provides services for all kinds of users and persons with various challenges. This is because, the main library houses special library that caters for different groups.

The Chief Security Officer

- The CSO is the Chief Security Officer of the university. He is to ensure proper security of lives and properties of both staff and students.
- The CSO should ensure the security of both the university community and its immediate environment.
- He should monitor all the authorized roads to the campus.
- He should ensure effective checks at the gates and other entrances.

The Director of Physical Planning Unit

- The Director, Physical Planning is the custodian of the university master plan. He is to ensure that due process is followed in erecting structures in the university. He is also to ensure strict compliance in procurement Act by the university management.
- He should liaise with the works services for supervision of on-going buildings, houses, offices and maintenance of existing structures. He should keep a maintenance schedule check list of all the university properties both within and outside the university.

Transport Officer

- He is in-charge of the university official vehicles and the drivers. He should ensure that the vehicles are in good condition before assigning them out.
- He should ensure regular maintenance of university vehicles.
- He should also ensure that the drivers are given some training from time to time.

Chairman of Housing

- He is to ensure that university houses are maintained regularly and that the allocation of houses is done following due processes.
- He should work hard to erect new buildings to accommodate more staff that are in dire need of accommodation.

Chairman of Tetfund

- The Chairman of Tetfund is responsible for the management and disbursement of Tetfund in the university.
- He should ensure equal distribution of fund to all categories of staff that need it for staff development.
- He should always give an update to staff both academic and non-academic. He should ensure that non-teaching staff also benefit from conference sponsorship with Tetfund money

Heads of Department/Units

The question is what do you do as Head of Department to see that you produce graduates whom you will be proud of tomorrow?

Major areas of concern for Head of department include; lecture, examination/results/supervision/co-ordination.

➤ Under Lecture:

The Head of Department is;

1. To ensure that courses allotted to lecturers are based on their area of specialization to ensure effective delivery of contents
2. To ensure that lecturers give to students the course

outlines at the beginning of the semester

3. To ensure that lecturers attend classes at Turn-Around-Time (TAT).
4. To supervise classes in progress
5. To ensure that lecturers cover the course content
6. To check for clashes in lecture time table and report early
7. To check for sale of unauthorized lecture materials by staff and students

➤ **Under Examination Matters**

The Head of Department is:

1. To ensure that Continuous Assessment (CA) scores are submitted two weeks before the Examination
2. To ensure that lecturers set answerable questions and that questions are submitted early enough for moderation
3. To monitor Examinations in Progress
4. To check for clashes in Exam time table and report early
5. To check for postponement of Exams by Lecturers without clearance/permission
6. To encourage external Examiners to interact with staff on their observation during moderation
7. To ensure that results are submitted at the appropriate quarters as at when due
8. To ensure that non-qualified staff do not handle results

➤ **Under Supervision/Coordination**

The Head of department is:

1. To monitor unauthorized payments by students and report to the appropriate quarters
2. To ensure that coordinators of courses/committees are experienced in the subject area so that the new staff can learn from them.

3. To ensure thorough supervision of Exam Officers, ensure that Exam Committee of departments are working and do cross check the results picked by examination officers before computation.
4. To check for undue delays of PG theses both at departmental and faculty levels
5. To supervise thoroughly what departmental ICT HTO's upload to the sub domains
6. To ensure that Departmental Tenders' Board is fully utilized in disbursing funds from administration

Deans

- Faculty Deans are to supervise the various departments and Units on regular basis
- They should ensure that no Head of Department should double as PG Rep. or Associate Dean of a Faculty
- They should handle clashes of lecture time-tables and ensure that students do not suffer unduly
- They should ensure unbiased office allocation to staff.
- They should key into the university appraisal time table to ensure that no staff promotion is unduly delayed.

Directors

The Director of Works is:

- To ensure maintenance of classroom environment; making sure that both buildings and classrooms are conducive for learning
- To ensure regular visit to classrooms and hostels to ensure good academic environment such as lighting, leakages, toilet ends, burst pipes etc

The Director of Medical Services is:

- To carry out routine checks on students to ascertain their health status especially before examination time and advise the management properly
- To ensure routine checks on staff and isolate those with health challenges for proper health monitoring
- To Advise staff with health challenges on specific excuses
- To ensure regular and adequate supply of essential drugs to the medical centre.
- To report challenges to the proper functioning of the centre to the management.

Sports:

- Organises regular sporting activities for both staff and students in collaboration with the Director medical services to isolate those with medical history from participating in certain sporting activities
- Ensures that Wednesday sports period is observed by students by making sure that lectures do not go on within the period

ICT:

The Director ICT is:

- To ensure that students do not encounter problems in viewing their profile
- To ensure that systems are serviced and are in good condition before the CBT examination date
- To Create ICT desk officers for every faculty and department for speedy uploading of information on staff and students

Dean of PG School;

- Should have feelers on the various departments on how PG matters are addressed for example, the feelings of our PG students
- Should ensure that PG students are not unduly delayed from graduation at various departments and faculties
- Should ensure strict compliance of all rules from PG school by all the departments and faculties

Conclusively, it is pertinent to note that the future of our students lie greatly in our hands. Therefore, all the stakeholders are to ensure that every staff becomes an advocate of University of Nigeria.

QUALITY ASSURANCE PERFORMANCE

INDICATORS

- Heads of Unit Performance Standards
- Standard of academic programme
- Quality of course design
- Quality of teaching and evaluation
- Standard of research, publications, conferences and seminar reports
- Robustness of outreach services and linkages
- Standards for assessing student course work, projects and siwes programme
- Standard for admission process
- Quality of instructional resource/facilities/ICT media, library including infrastructures
- Standard of safety and sanitation of environment
- Quality of staffing
- Staff on study leave report

RATIONALE FOR IMPROVING STAFF APPRAISAL FORMAT AND TECHNIQUES FOR ADMINISTRATIVE AND TECHNICAL STAFF

Appraisal is generally acknowledged as one major way or means of verifying general staff competence in the performance of traditional duties as well as other responsibilities. The way or manner as well as period or time appraisal is carried out could be considered vital to its objectivity or subjectivity in terms of envisaged outcomes for the attainment of organizational goals, visions and missions. To this end appraisal is very important to the success or otherwise of any organization.

In the University of Nigeria, appraisal of staff both academic and non-academic is usually done annually or once in a year with the aim of determining the overall performance or effectiveness of concerned staff in assigned duties, responsibilities and other related official positions. The exercise which is usually both procedural and rigorous involves the staff being assessed by supervisors or those in charge e.g. Head of Unit or Head of Department as the case may be. It also involves staff evaluation based on certain criteria or yardstick revolving evaluation around some specific features of his/her professionalism, knowledge of job or duties, relationship at work with colleagues service delivery, personality, integrity, vision, insight ability to co-ordinate and initiate actions as well as show sense of commitment and diligence and other best practices and dispositional attitude, required for effective job performance.

The contention so far is not whether appraisal is desirable or not but the extent of its objectivity, in other words, many believe that the scoring of the designated job indices do not always reflect the picture of staff being assessed or

appraised. This could be due to certain abuses imposed by factors such as over familiarity, nepotism, incompetence, favouritism and care-free attitude of supervisors or evaluators. There is therefore the need for paradigm shift in our appraisal procedure for better result that can be seen to be fair and objective to both the assessed and assessors as well as the institution and university at large. This is necessary or desirable because of the following reasons.

(1) The university traditionally appraises two kinds of staff, academic and non-academic and has developed format or instrument for each category. However, changes have been made with respect to the academic appraisal by including students in assessing their teachers for the basis of their promotion, this is in line with global best practices although it has its own inherent subjective tendencies which can be remedied through certain provisions. Without doubt, this innovation will increase efforts of lecturers in service delivery and also strengthen cordial lecturer and students' relationship.

(2) The non-academic staff appraisal has not benefited from the wind of change since all staff in this category i.e. administrative and technical staff are subjected to the same kind of appraisal without putting into consideration, their statutes responsibilities distinctive features and functions. There is therefore the need to suggest separate but comprehensive appraisal format to cater for both administrative and technical cadre since both of them ultimately pursue different career ends in the university.

(3) There is need to have a much more robust, comprehensive and flexible appraisal for both administrative and technical staff. The idea here is to ensure more objective appraisal in a continuous manner and in a more natural work environment.

(4) There is also the need to extend appraisal to the performance of administrative heads, unit heads, Heads of Department and other designated university functionaries as a way of using the staff under them to determine how effective they have performed their statutory responsibilities and duties. This expectedly will enhance service delivery and act as a rentable feedback mechanism for the administration, concerning the general performance of officers that have been appointed into certain positions. This is in line with what the university administration has done with respect to introducing students' evaluation of teaching or academic staff as part of their appraisal for promotion.

Conclusion

It is the prayer of the Quality Assurance Unit that every staff and student of the University should be abreast with this guide for the purpose of assuring quality in the University system.

Thank you.

Prof. Uju Clara Umo

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