

Addis Ababa
University
(Since 1950)



ADDIS ABABA UNIVERSITY
STUDENT SERVICES PROCESS AS-IS STUDY REPORT

Process Owner

Ato Zerihun Jemaneh, Dean of Students

Study Team Members

Dr Ayele Meshesha	Team Leader, College of Education
Ato Ezana Amdework	Member, College of Social Sciences
Dr. Fasil Assefa	Member, Faculty of Science
W/o Feruz Abdurahaman	Member, College of Education
Dr. Gezahegne Yirgu	Member, Faculty of Science
Col. Kebede Biru	Member, Akaki Campus
W/o Samrawit Tassew	Member, Strategic Planning & International Relations Office
Ato Tadesse Berhanu	Member, AAU Student Union
Dr. Zemedede Asfaw	Member, Faculty of Science

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Table of content

1. Introduction	1
2. Objective of the study	1
3. Scope and limitation	1
4. Methods	2
5. Defining End-to-End process, inputs, outputs and outcomes	3
6. Customers	3
7. Stakeholders	3
8. Collaborators	3
9. Mapping the process	4
9.1. Key to symbols	4
9.2. High level map	4
9.3. Sub processes	5
A. Accommodation	5
1. Getting orientation services	5
2. Getting dormitory services	5
i. For coming from out side of Adiss Abeba	5
ii. For students coming from A.A.	8
iii. For students requiring special support	10
3. Getting food service	11
4. cost sharing	12
B. Day-to-Day and support	14
1. Getting health services, non emergency case	14
2. Support services	15
i. For students with economic problems	15
ii. For visually impaired students	17
3. Getting counselling services	17
4. Safety and security services	19
i. Safety and security during entrance	19
ii. Discipline case handling	19
5. Extracurricular activities	21
i. Student union	21
ii. Student club	23
iii. Recreational activities	24
a. sport	24
b. student lounge	24
6. Getting library services	26
i. Circulation	27
ii. Charging	27
a. spot reading	28

b.	withdrawal of book for photocopying.....	28
c.	long loan	29
	- closed stacks.....	29
	-open stacks.....	29
iii.	Renewal.....	29
iv.	Discharging	31
v.	Reference inquiry services	32
vi.	Library ICT service.....	33
vii.	Special service for visually impaired students.....	34
	a. short loan services	34
	b. long loan services	35
C.	Exit	35
10.	Problem rule and assumption	36
11.	Conclusion	37

1. Introduction

Addis Ababa University has been engaged in teaching-learning, research and community services since 1950. It has been playing a vital role in the provision of education and training for more than fifty years.

The University has revised its organizational structure at different times to improve the delivery of its services. Despite its efforts, it has not succeeded in meeting the state of the art services. The services it provides to students are characterized by lengthy and bureaucratic processes. In response to these problems and in its effort to be a centre of excellence, the University is conducting a Business Process Reengineering (BPR).

Our team has been working on one of the key support processes in the University, i.e., “student services”. The highlights of the details are presented in the following sections.

2. Objectives of the Study

The objective of the student service BPR team is to study the current working system “As Is” on student services and come up with a better scheme to bring dramatic, fundamental and radical change which will meet the customer demand and make the University more competitive.

Specifically, the present study has the following objectives:

- 2.1 Collect data in order to assess situation of services given to students.
- 2.2 Identify the performance gap between the services that the University gives and the services that should be rendered.
- 2.3 Define the outcomes of the student services process.
- 2.4 Define the end-to-end and sub-processes of student services
- 2.5 Map the various sub-processes

3. Scope and Limitations

For the purpose of studying the process “as is”, the team sub-divided student services end-to-end process into three sub-processes:

- 3.1 Accommodation service includes dormitory, food, and cost sharing
- 3.2 Day to day and support services include the services of Counselling, Financial support, Library, ICT, Extracurricular activities, Health and Safety & Security
- 3.3 Exit: includes clearance for graduation and for other reasons.

The limitations faced by the team while carrying out the study mainly relate to the fact that student services are very much fragmented and are carried out on the basis of individual decision making. The limitations include:-

- The fragmentation of the service in to different departments and offices and the lack of one responsible coordinating office.
- Absence of documents that describe about the student service from end to end. Most services are delivered on individual judgment and customary procedures.
- The existence of misconception about BPR among University employees.

4. Methods

In order to collect the necessary data regarding the identified sub-processes, the team used a combination of methods.

- ❖ Document Review: secondary data were collected on various aspects of the sub-process from multiple documents including previous studies of the library and guidance and counselling office, the Higher Education Proclamation No. 351/2003, Addis Ababa University Revised Senate Legislation, and student handbooks.
- ❖ Semi-structured interview: primary data were collected through semi-structured interviews with personnel from the relevant service providing offices of the University as well as students.
- ❖ Focus group discussion: a number of group discussions were held with staff of the different student service providing offices in order to get full picture of the processes.
- ❖ Observation: in addition to the above stated methods, visual observation of the manner of service provision in selected offices was carried out.

5. Defining the End-to-End Process, Inputs, Outputs and Outcomes

On the basis of the data collected from primary and secondary sources, the team compiled the following process and sub-processes:

5.1 End-to-end Process: Accommodation—Support and day to day Services—Exit.

5.2 Inputs of the process: includes the need and dissatisfaction of students

5.3 Outputs of the process:

5.3.1 Establish an efficient provision of accommodation for students at arrival.

5.3.2 Establish a system of giving day-to-day and support services that are efficient, cost effective and easily accessible

5.3.3 Establish an efficient exit system.

5.4 Outcomes: students satisfied with the services provided.

6. Customer

Customers of the process are all students of the University.

7. Stakeholders

Stakeholders of the process include:

- The Government
- AAU (students, academic and support staff, the executive administrative body)
- Ministry of Education (MOE)

8. Collaborators

Collaborators include

- Various federal and regional ministries
- Bilateral and multilateral funding agencies
- NGOs,
- The Private sector etc.
- Students' families
- Private and Public Universities
- Foreign institutions and universities

9. Mapping the Process

As indicated in the section3 (scope and limitations), three sub-processes have been identified under the student services process.

- I. Accommodation : comprises of orientation, dormitory, food and cost sharing sub-processes
- II. Day to day & support services: comprises of health, counselling, safety and security, library, ICT, support for needy students, and support for extra curricular activities.
- III. Exit: includes all tasks/activities of clearance during graduation and withdrawal.

9.1 Key to Symbols.

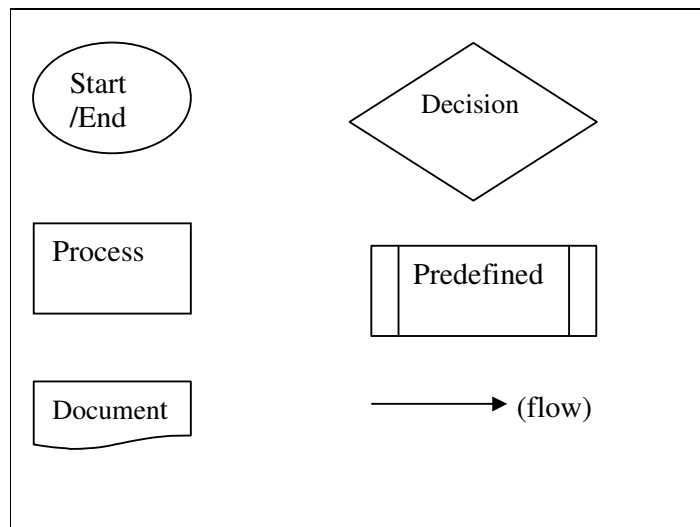


Fig.1. Symbols used in the flow chart

9.2 High level Map

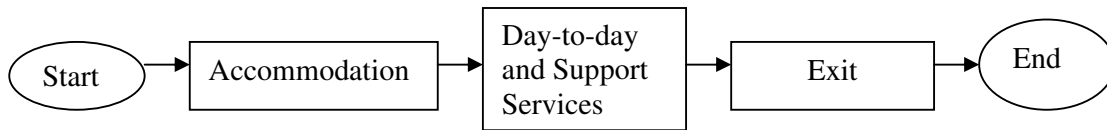


Fig.2. End-to-end process map

9.3 Sub-Processes.

A. Accommodation sub-process

1. Getting orientation services

- Academic Vice President's office forms an orientation committee consisting of offices of the Dean of students, guidance and counselling, Registrar and others.
- Dean of students calls committee meeting
- Different meetings held regarding orientation
- The committee decides the orientation date
- The different orientation programs will be coordinated by the office of guidance and counselling
- The programs will be held

2. Getting dormitory- include all process of getting dormitory for students coming from out of Addis Ababa, students coming from Addis Ababa, Special students. To obtain dormitory services students go through the following steps:

i. For students coming from out side of A.A

- Arrival to A.A & waiting for registration date.....1-3 days
- Arrival at the gate of faculties & wait to report30-40 min
- Body and Luggage search.....20-30 min
- Welcomed by different social groups (volunteers)...Optional
- Keeping their luggage in volunteers' dormOptional
- Going to dorm coordinator.....30 min
- Presenting their document.....1/2 day
- Coordinator checks document1/2day*

- Coordinator issues form.....1/2 day*
- Students fill out forms10 min.
- Students return filled out forms10 min.
- Dorm coordinator assigns building & sends students to proctor.....1/2day*
- Students grouped by room capacity at proctor's office 30 min
- Proctor assigns dorms & issues dorm keys to room representatives.....on the spot
- Students locate and take up dormitory10-20 min

* depends on the number of students

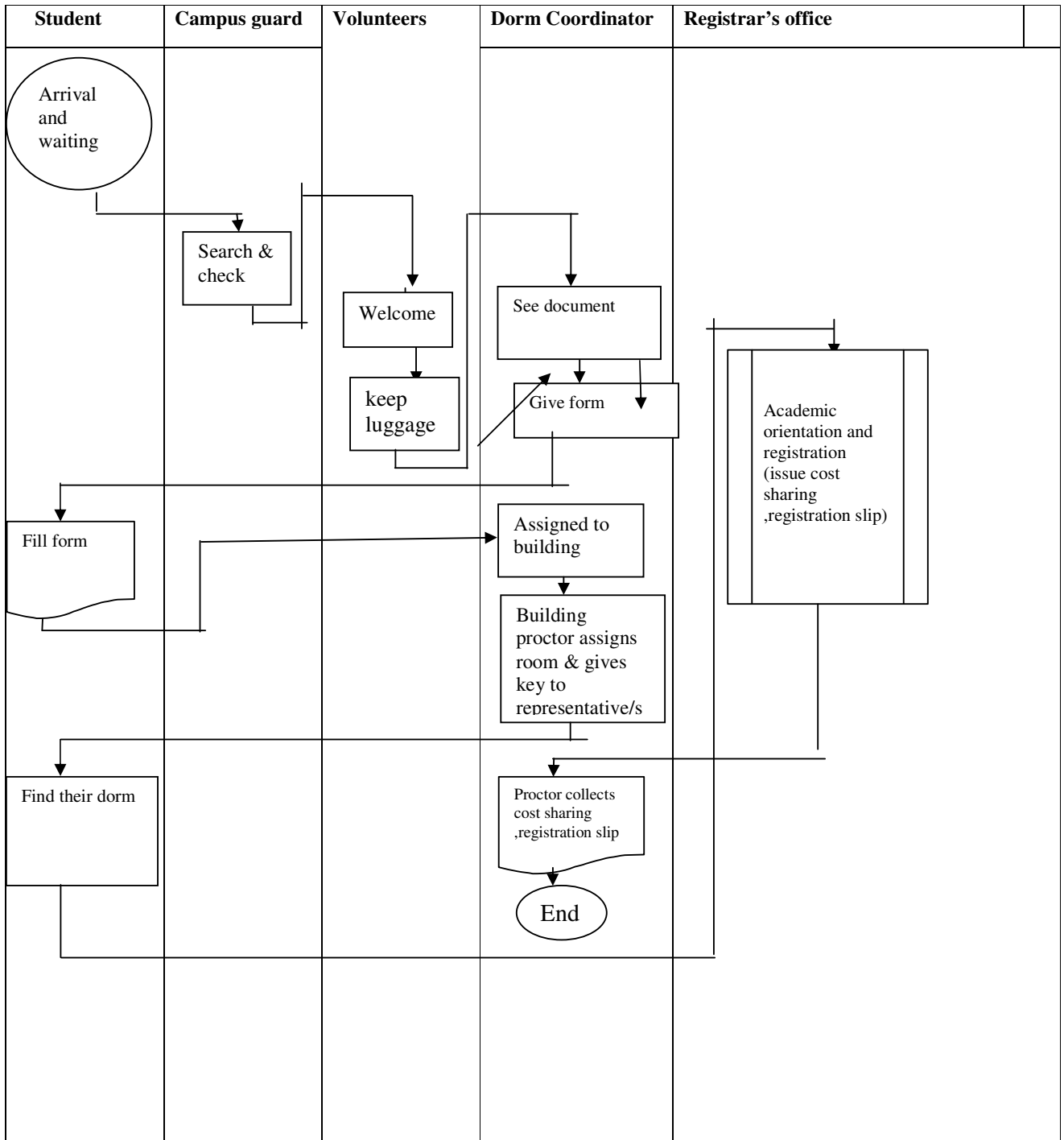


Fig.3. Getting dormitory for students out side of Addis Ababa

ii .For students coming from A.A

- Gather information on how to get dorm informally or request the Dean of students
- Students apply to office of the Dean of students
- Dean of students explains the criteria of getting dormitory
- Students apply to institution(kebele, hospital, etc) that provide supporting documents
- Institution provides supporting document
- Student presents the supporting document to the office of the Dean of students
- Dean of Student refers Application and supporting document to an evaluating and recommending committee
- The committee evaluates & decides
- Decision announced
- Decision sent to the proctors
- Selected students report to their respective building proctors
- Get forms from building proctors
- Fill out property receiving and personal profile forms
- Return the form to the proctor
- Building proctors assign students to dorms with extra spaces
- Student gets dorm
- In case all dorms are occupied, students will wait until they get opening

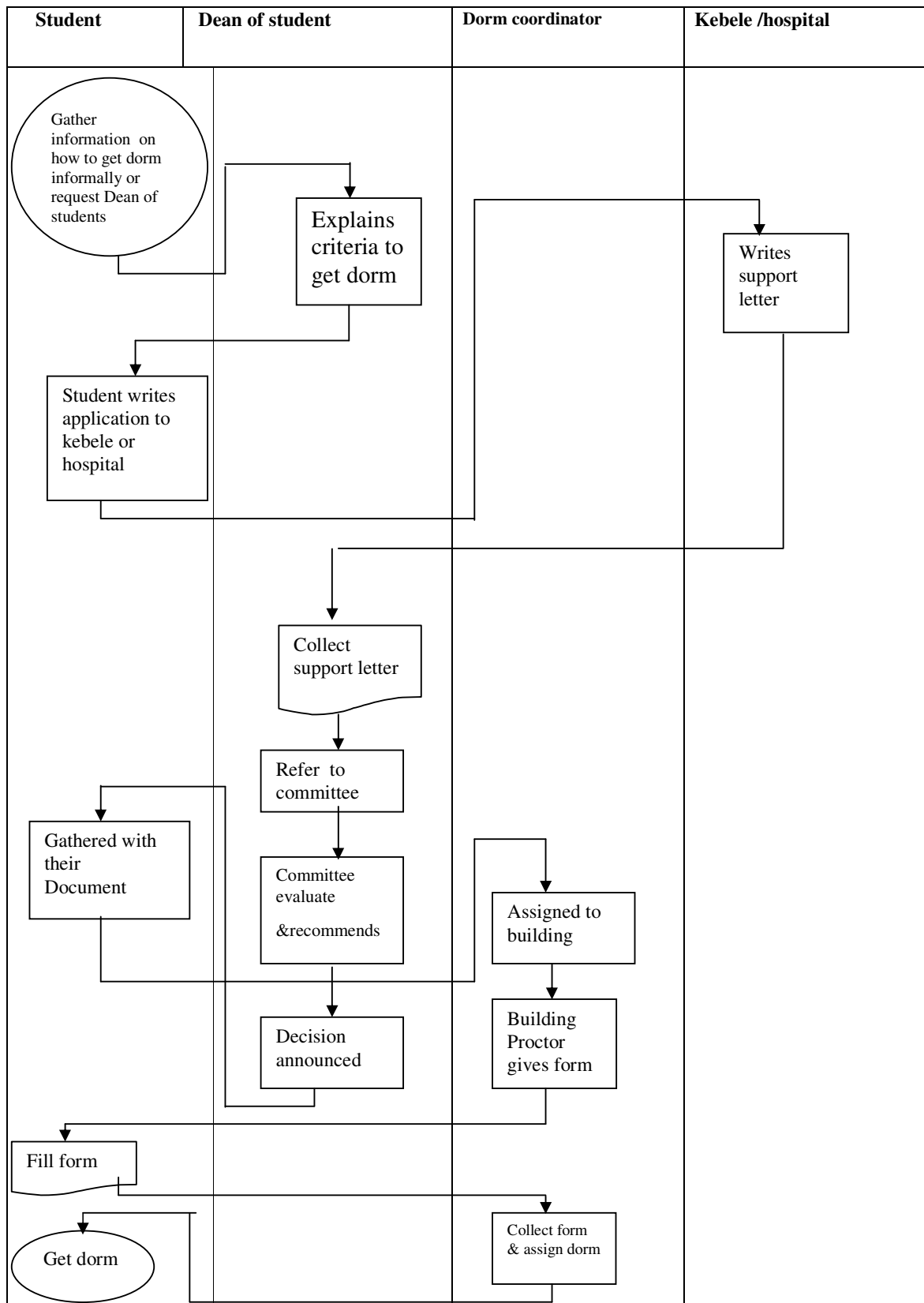


Fig.4. Getting dormitory for A.A students

iii .For students requiring special support (includes visually impaired, physically impaired and hearing impaired students)

1. Arrival at AAU gate
2. Body and Luggage search
3. Going to dorm coordinator’s office and presents documents
4. Examines form
5. Getting form
6. Filling out form
7. Getting dorm

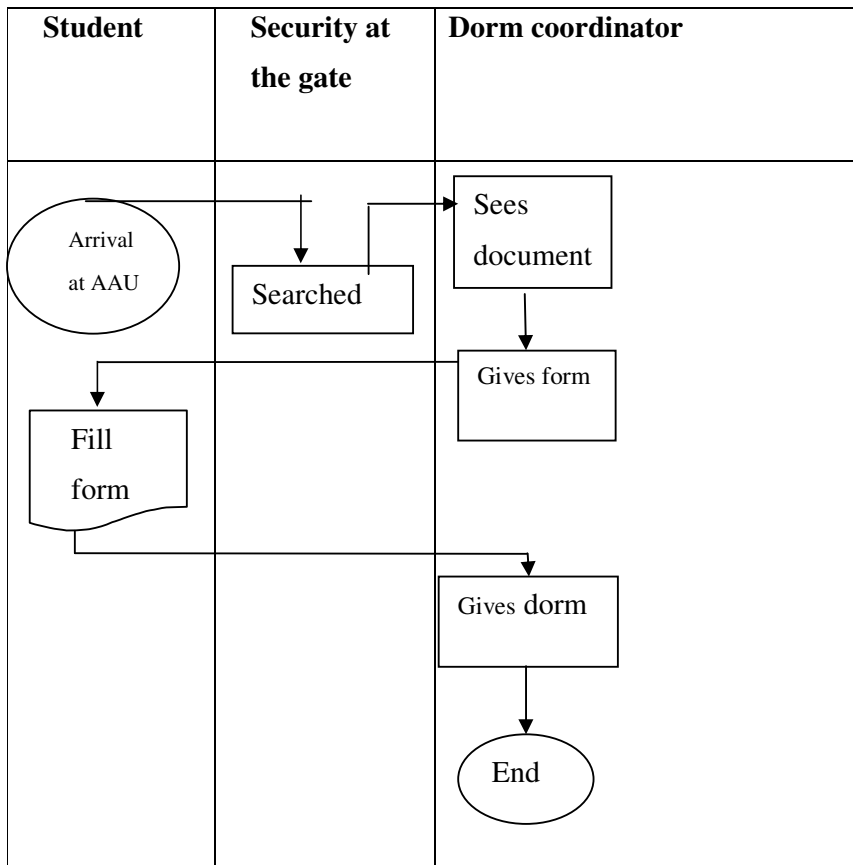


Fig.5. Getting dormitory for students requiring special support

3. Getting food service:

- Students present temporary document to cafeteria
- Students get food for 2-3 days until registration date
 - After registration -
- Students present cost sharing & registration slip to catering office
- Students receive blank meal card
- Fill meal card and return with personal photo
- Receives the official meal card
- Get permanent service for one year (to be renewed each semester)

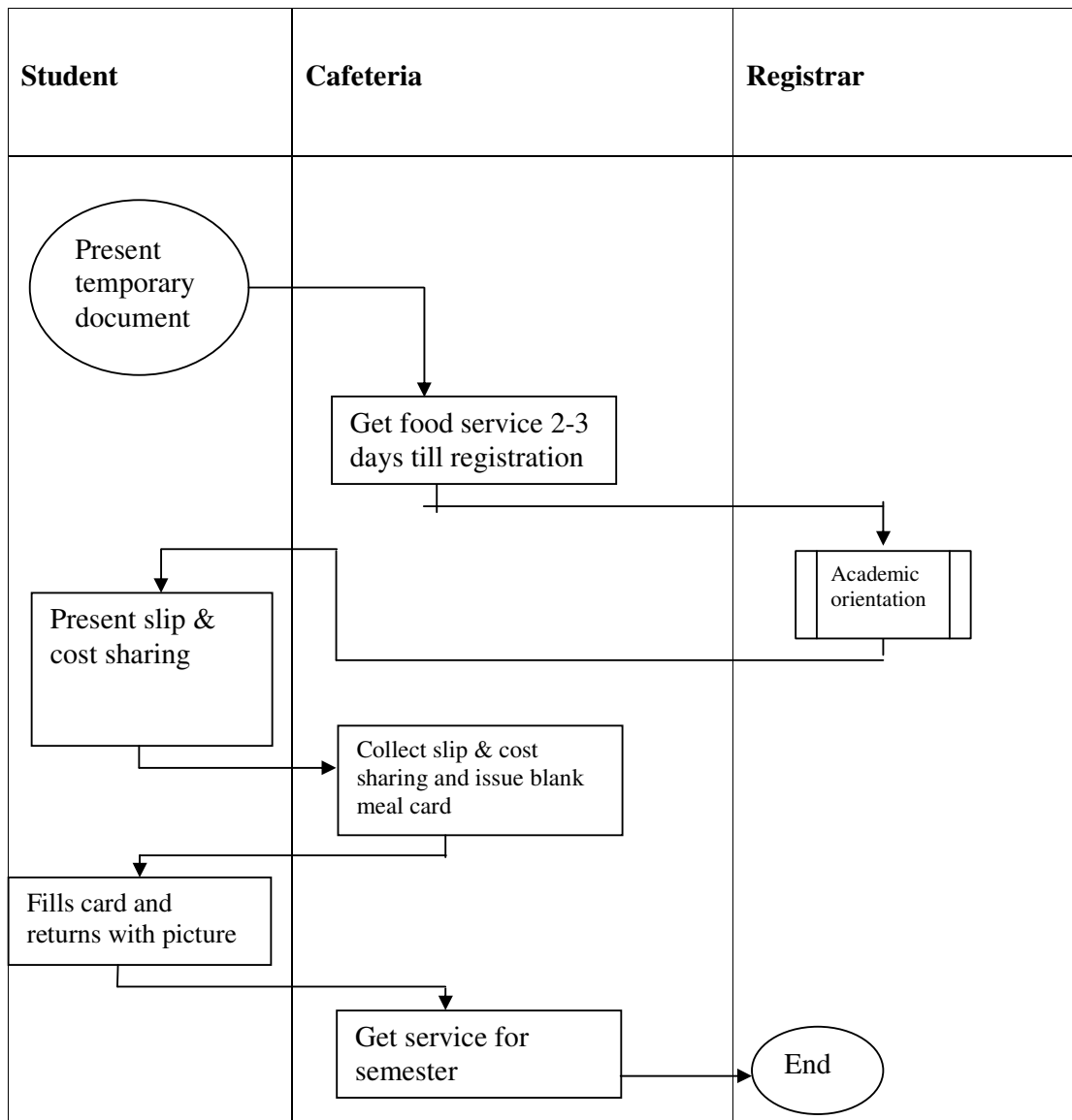


Fig.6. Getting food service

4. Cost sharing

- Each student collects cost sharing form from respective departments.....15-20 min
- Fills the form in four copies.....10 min
- Department Head /delegate signs & seals the form.....15-20min
- Student distributes cost sharing form to :-
 - Registrar's office
 - Dean of students
 - Cost sharing coordination officeKeeps one copy to the student.....20-30 min
- Faculty cost sharing officer sort out those who uses in kind from cash collectors.
- If the student uses in kind : goes to dorm and food service
- If the student uses cash: goes to cost sharing office and collects the form
- Cost sharing office prepares payroll for those who get service in cash.....50 min
- Sends the payroll to faculty Associate Dean of students
- Cash users name is sent to cost sharing coordinator
- Faculty Associate Dean of Students check the list and signs it.....5 days
- Send the signed payroll to Faculty dean
- Faculty Dean checks payroll & signs it and sends it to the finance office with a cover letter.....9-10 days
- Student receives money/ effect payment
- Cost sharing office in collaboration with the Dean of students prepares monthly payroll
- Cost sharing office prepares document which shows all expenses of graduating students
- Cost sharing office sends the prepared document to the Faculty Associate Dean of students for approval
- The Associate Dean of students sends the document to cost sharing coordinating office
- The cost sharing office checks and puts its seal on the document of graduating students that come from the registrar's office and gives a copy to each graduating students.....5 days
- Cost sharing office sends the list of graduating students with charge account to MOE and Internal Revenue Authority

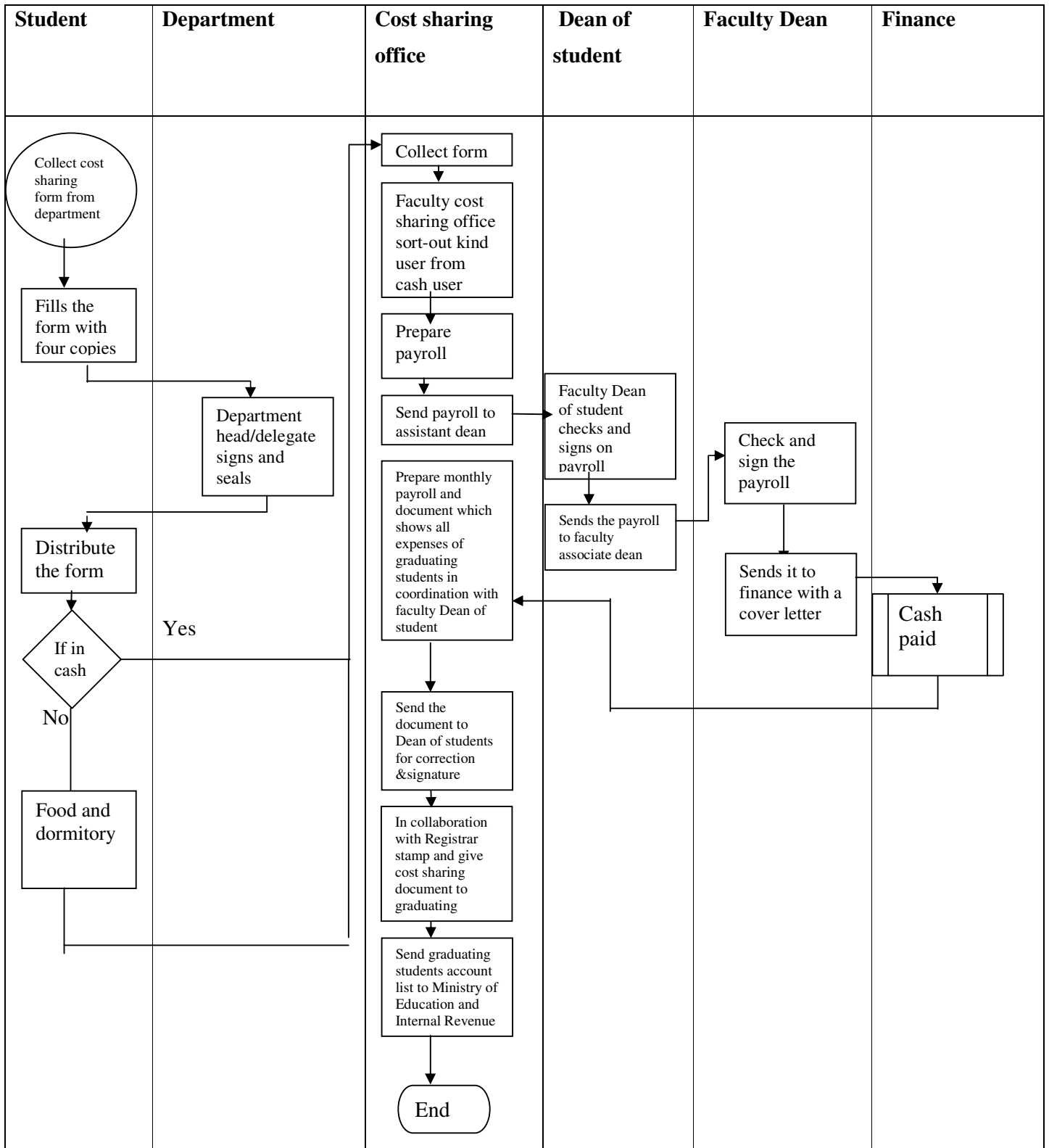


Fig.7. Cost sharing service

B. Day-to-day and Support sub-process

1. Getting health services for non emergency situation

- Students go to clinic
- ID-card gathered and students wait.
- Clinic opens at around 8:30 a.m.
- ID is given to nurse
- Students enter according to order of arrival
- If new : fill form & get clinic card number
- See doctor
- If problem is not serious student gets treatment at the clinic
- Otherwise referral is written
- Student goes to main clinic(6-kilo)
- Form is given and filled
- Student goes to the referred hospital

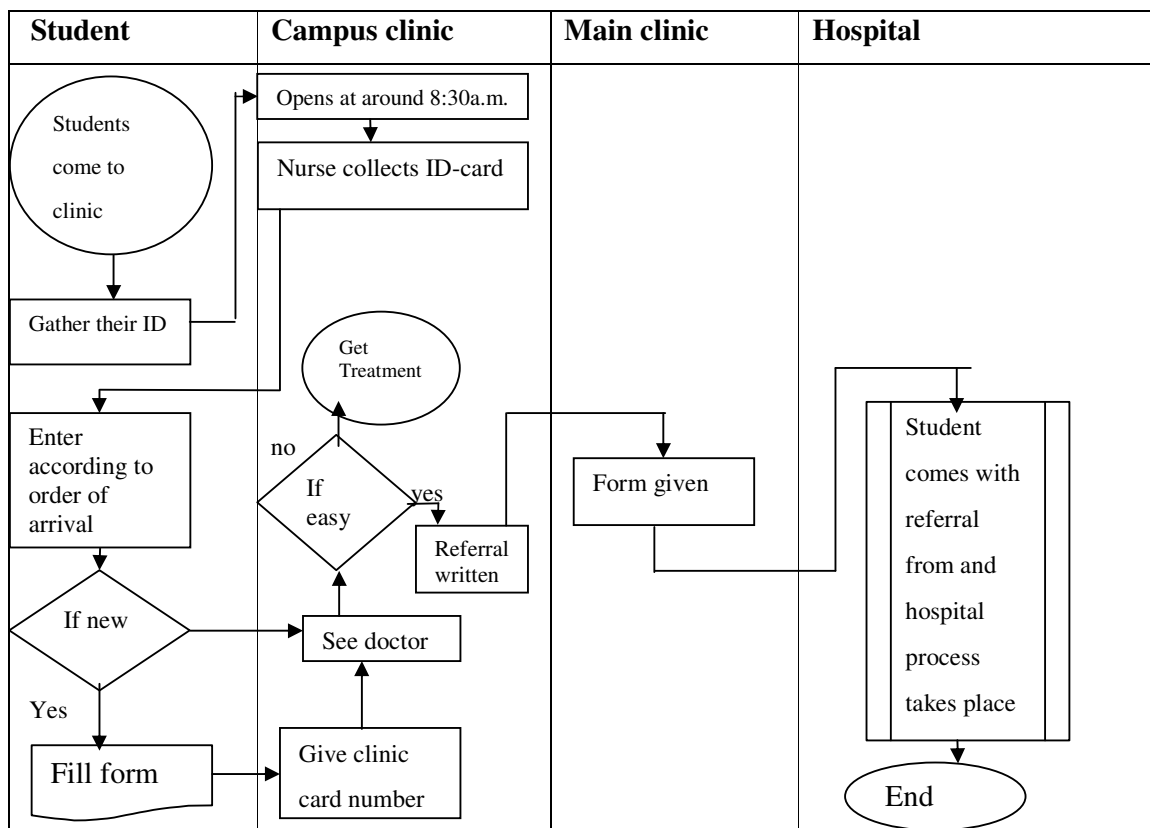


Fig.8. Getting health services

2. Getting support: to students with economic problem

- Orientation about financial support by Dean of student.....2 hrs
- Identification of students in need of financial support by proctor and student representatives3 month *
- Organizing screening committee.....2 days
- Screening of needy students15 days
- Notification of eligible students to funding body.....3 days
- Approval of eligible students by the funding body.....1 day
- Announcement of eligible students
- Financial processoptional

*Will take place when support is available

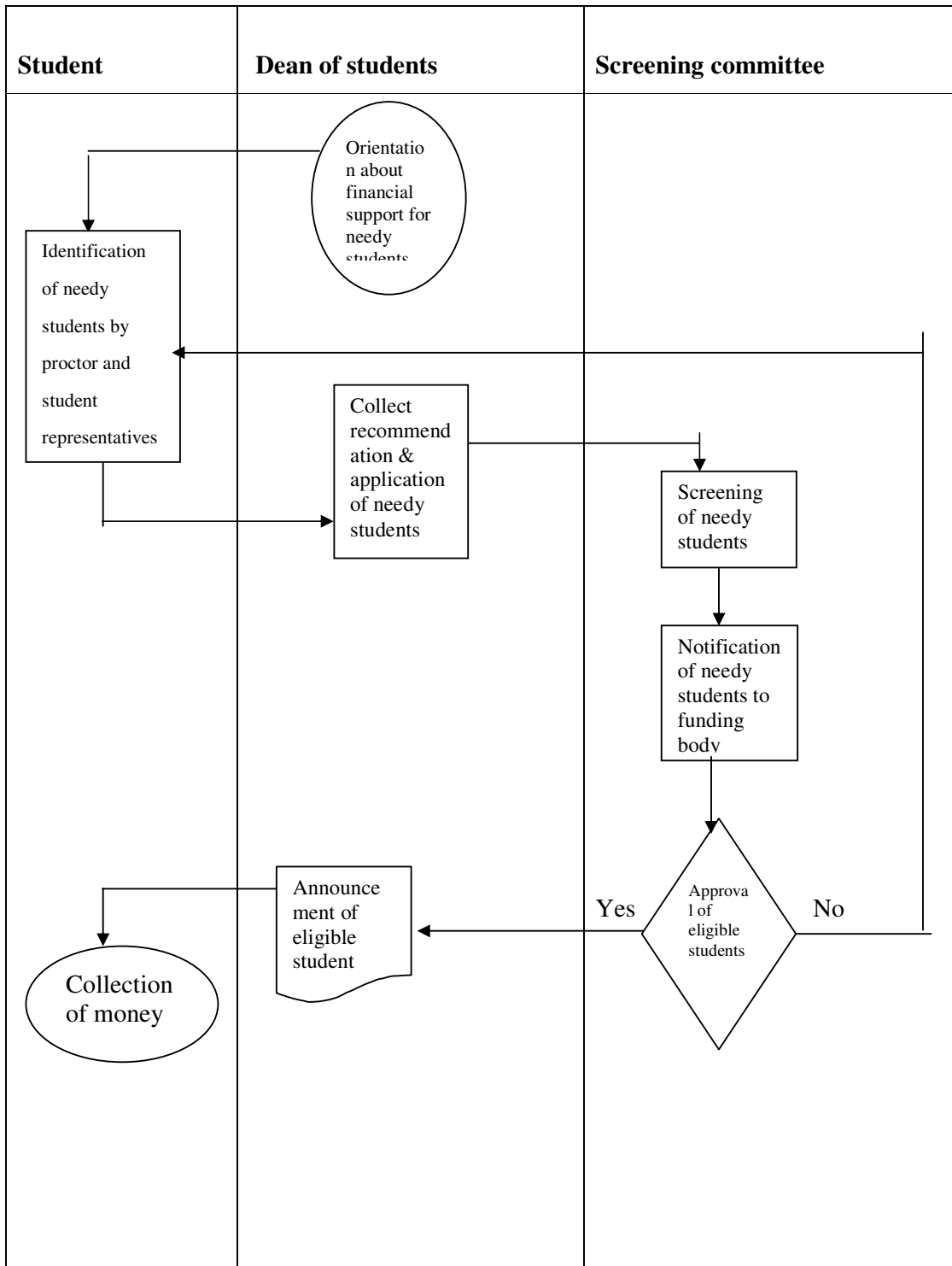


Fig.9 –Financial support

3. Getting counselling service

- Orientation by office of guidance and counselling for incoming students
- Awareness creation for selected students in need of counselling.
- Students request counselling service at the office of guidance and counselling upon willingness
- Information about consultation hours provided by the secretary of the office1/2 day
- Student meets counsellor and sets up schedule
- On going counselling upon appointment

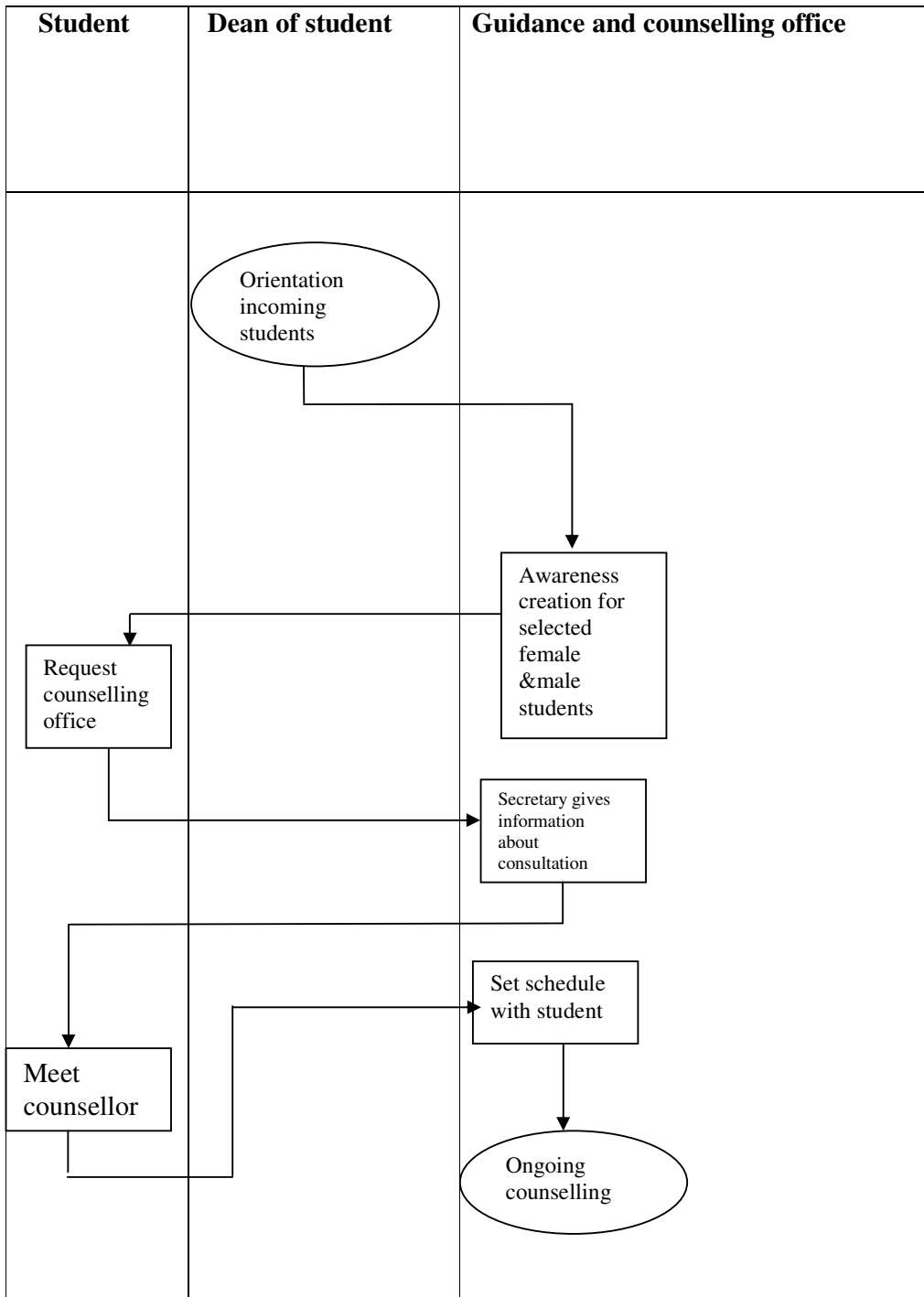


Fig.10. Getting Counselling Services

4. Safety and Security services

4.1. Safety service during entrance: - *During entrance:-*

- Arrival at the gate
- Student comes to the gate
- Asked to show ID card
- Body searched by guards
 - If the student has personal property such as PC
- Asked to fill out property registration form
- Student fills out and signs registration form
- Student enters

Safety and security during exit

- Student asked to show property exit form by guards, if the property is not registered on guards list
- Exit from the campus
- If the property is already registered :-
- Guard checks the form
- Student exits

4.2. Discipline case handling

- Case reported to Dean of students
- Dean of students reports case to campus police for investigation.
- Campus police investigate the case.....1-4 weeks

If the case is not academic related problem:-

- Campus police presents the case to the discipline committee
- The committee meets and decides or recommends decision to the Dean of students.....2 weeks-3month
- Dean of student evaluates the case and sends it either to AVPAA or back to the faculty discipline committee for reconsideration.....1-2 weeks
- AVPAA gives decision and notifies the Dean of Students.....1 week
- Student appeals to President for final decision
 - If the case is academic, campus police investigates and forwards the situation to Dean.
- Dean forwards it to committee or AC
 1. Penalty recommended by AC or committee and sent to AVPAA
 2. AVPAA decides

3. Student may appeal to the President for favourable decision

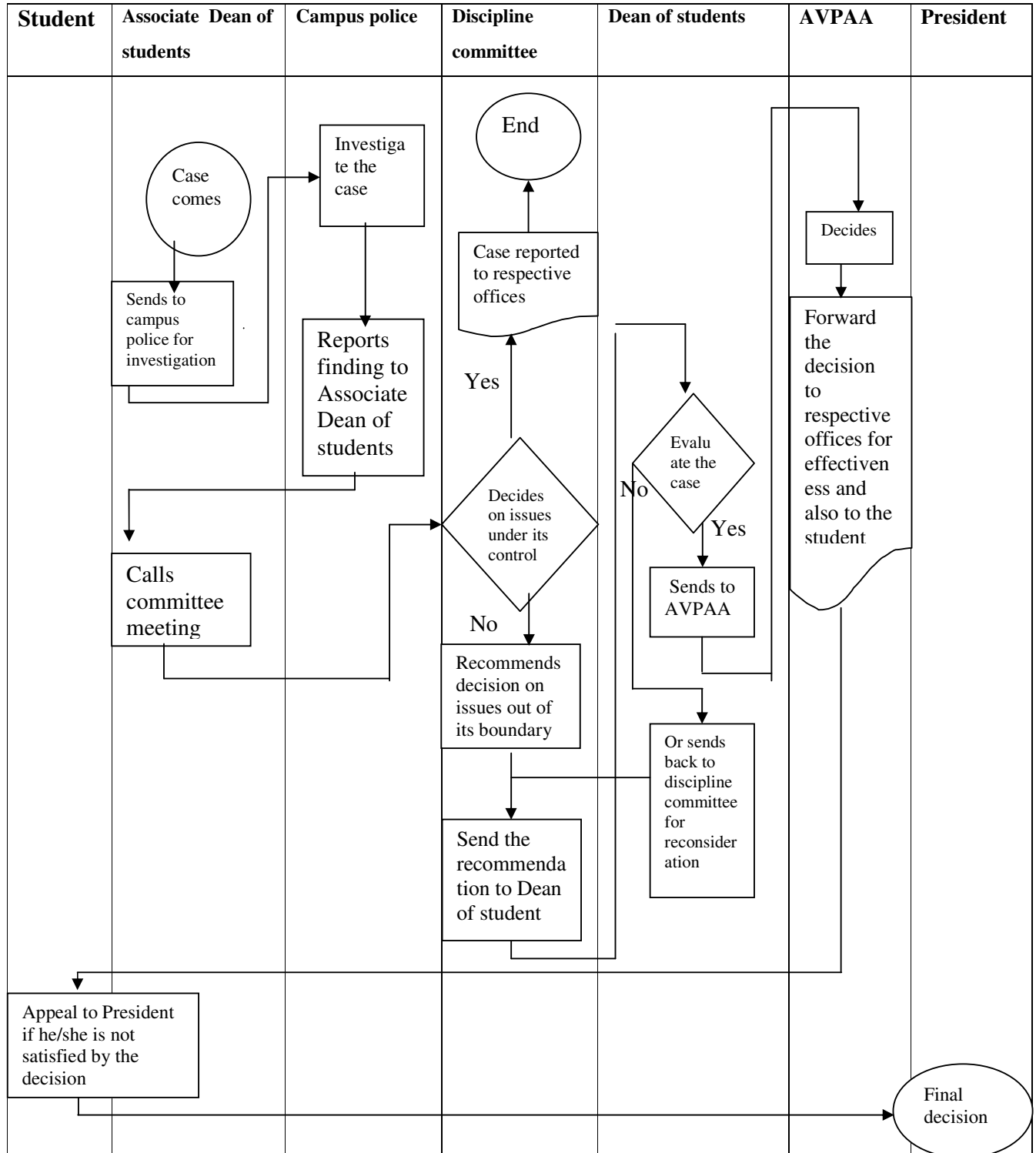


Fig.11. Handling students disciplinary case

5. Extracurricular activities

5.1. Student union

- Office of Dean of students writes letter to faculty deans3weeks
- Faculty deans write to each department to send representatives1 week
- Department head / his delegate carries election of class representative.....1 week
- Department representative is elected at department /faculty student Associate Dean's office
- Faculty representative is elected in the office of Associate Dean of students1 week
- Faculty Associate Dean of students sends name of faculty representative to Office of Dean of students
- Executive committee is elected.....3 days
- Dean of students sends the names of executive committee members to the President
- President approves the elected list2 weeks
- Announcement to the University community
- The executive committee starts its work

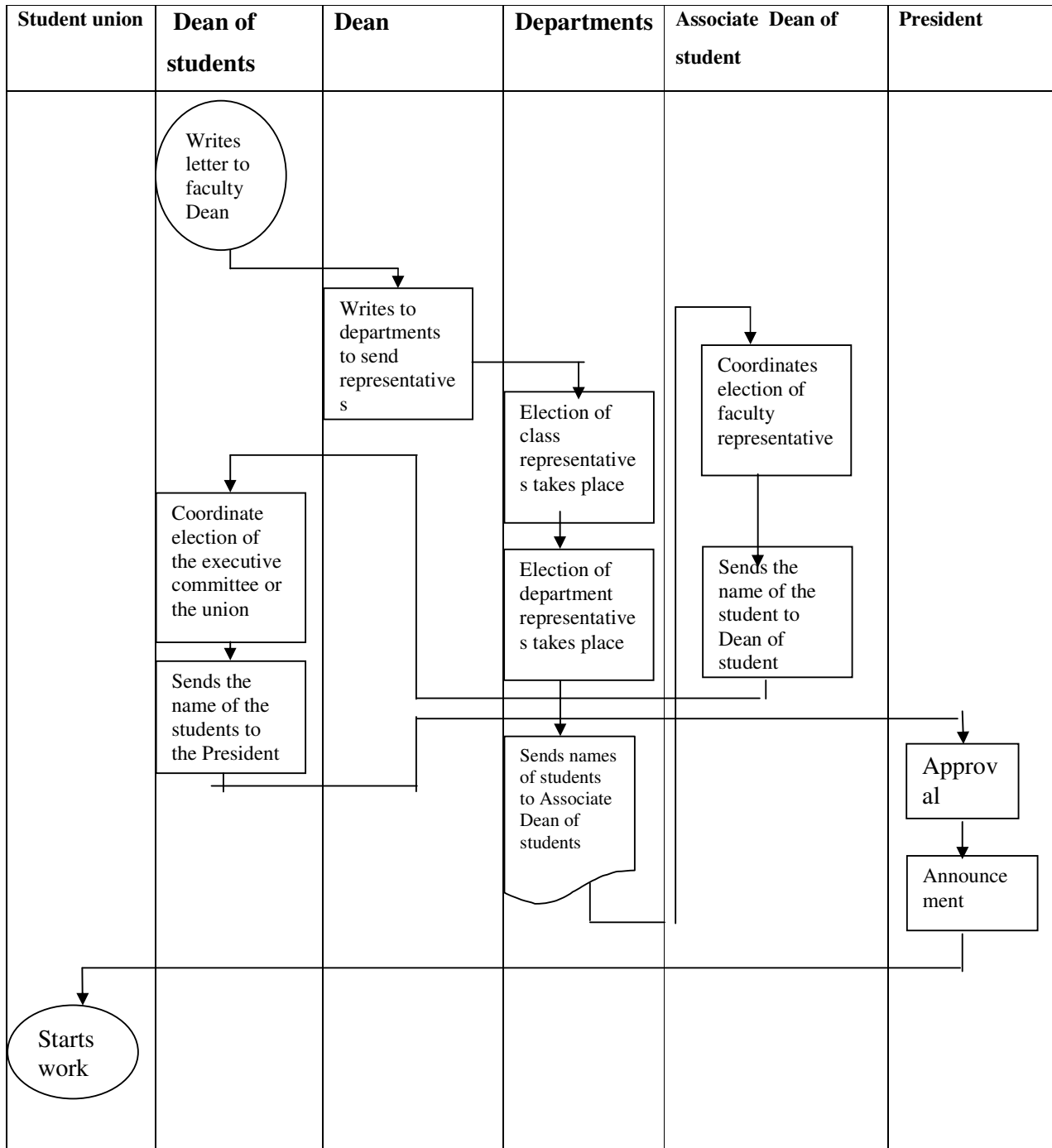


Fig.12. Extracurricular activity, to form student union

5.2 .Student Clubs

- Orientation by Dean of students on extracurricular activities.....20 min
- Registration by interest (17 clubs)
- Application to form new clubs.....
- Get acceptance by Dean of students1 month
- Feedback to the members & producing guiding documents..... 10 days.
- Submission of final draft of documents to the Dean’s office
- Approval by Dean of students in consultation with the AVP10 days
- Announcement of approval.....1/2 day

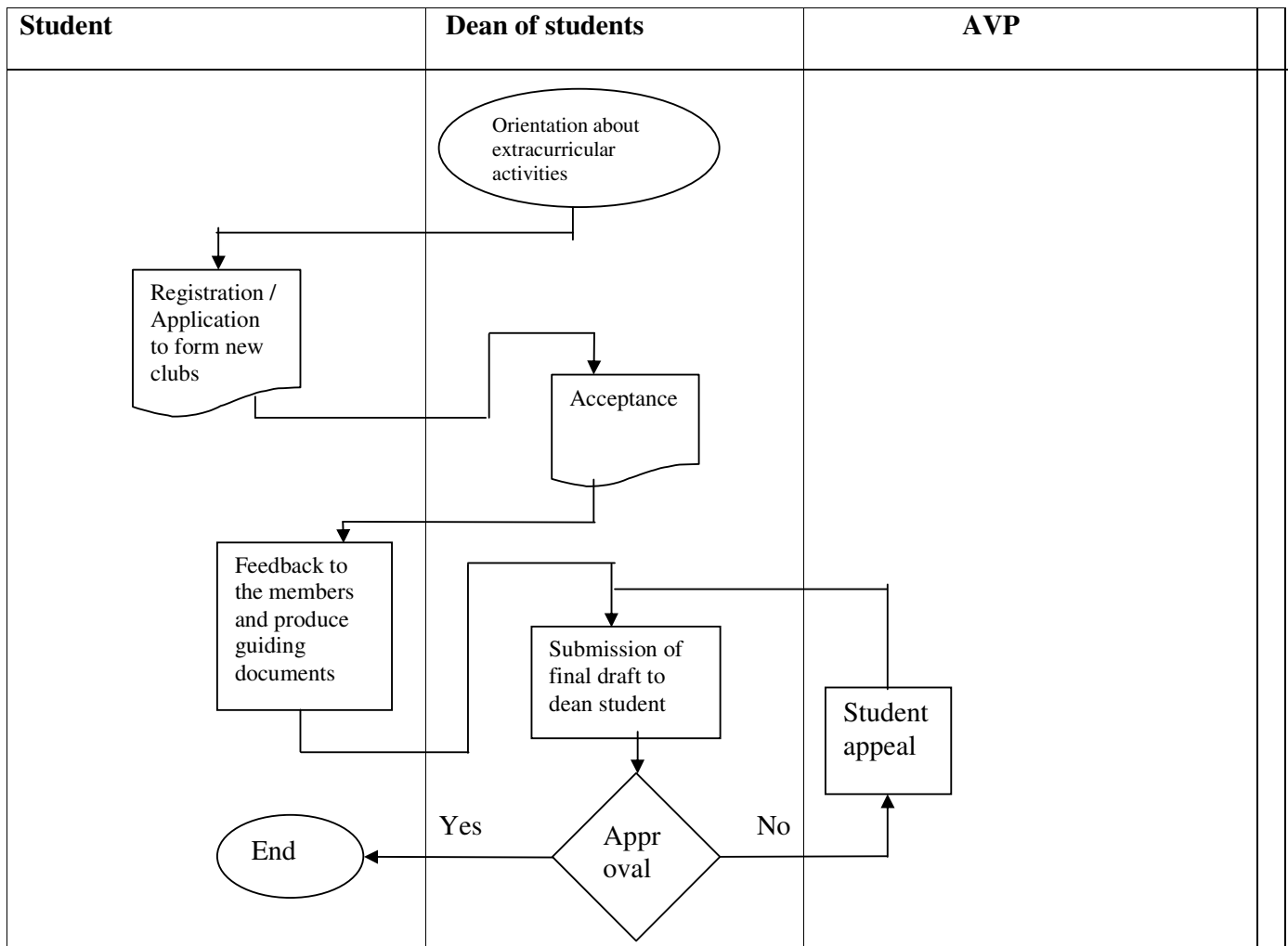


Fig.13.Establishment of students' club

5.3. Recreational Services

A. Sport

- Orientation about sport activities by office of Assistant dean for extracurricular activities20min
- Announcement by Dean of student's office about sport competition in collaboration with the Department of Physical Education1 month
- Students apply and register for the competition.....1 month
- Election of able students for respective competitions
- Material support and pocket money given
- After competition award is given for participants.....15 days after competition

B. Students lounge

- Students go to lounge
- Buy ticket from cashier
- Line up and give ticket to waiter
- Take what they have ordered

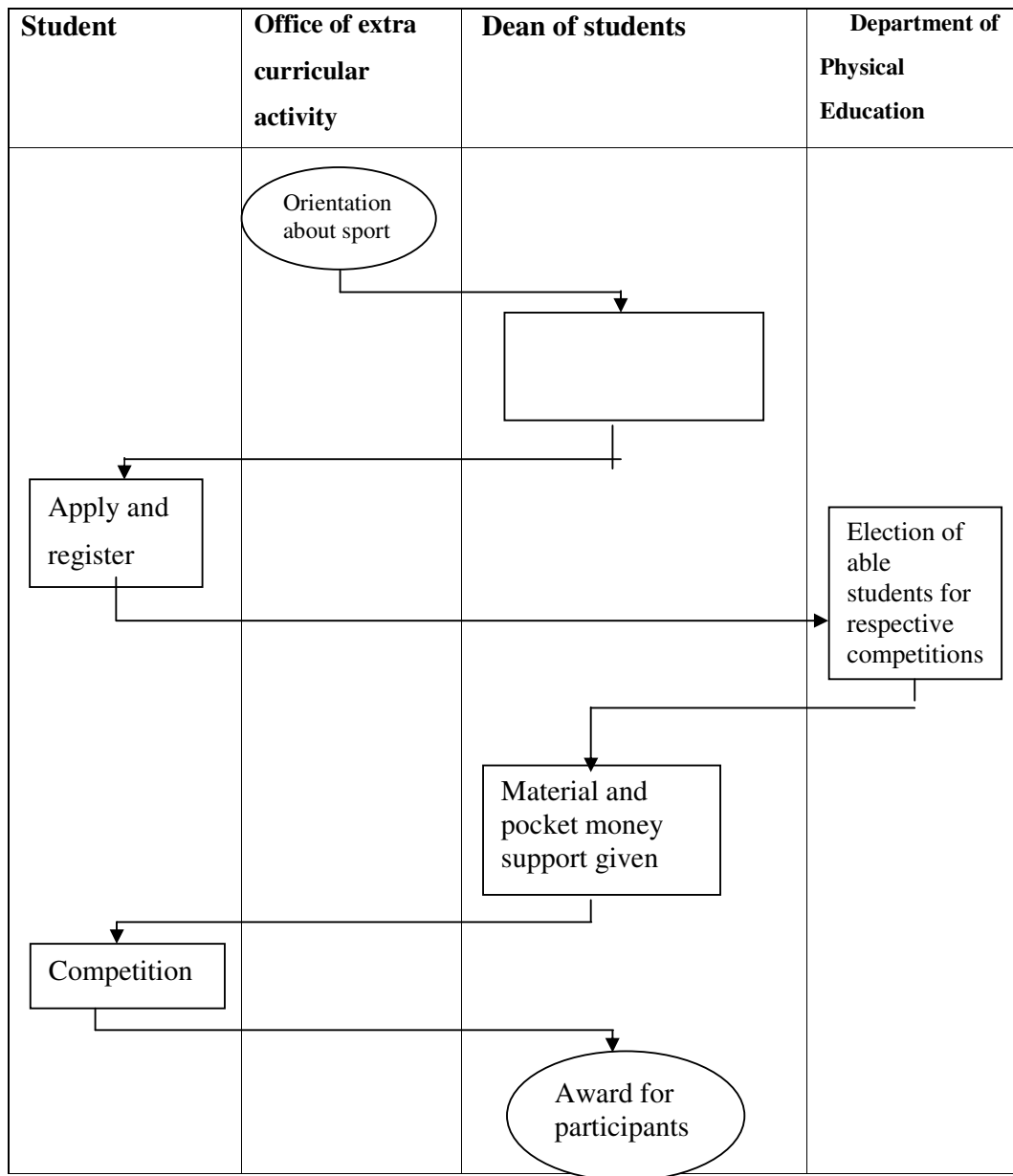


Fig.14. Recreational activity (sport competitions)

6. Getting library service:
i. Circulation

- Student comes to circulation desk with valid University ID
- Circulation desk personnel check ID
- Desk personnel give student library membership card (form)
- Student fills out the membership form
- Circulation desk personnel check membership form
- Circulation desk personnel give student the appropriate number of borrower's cards (pockets).

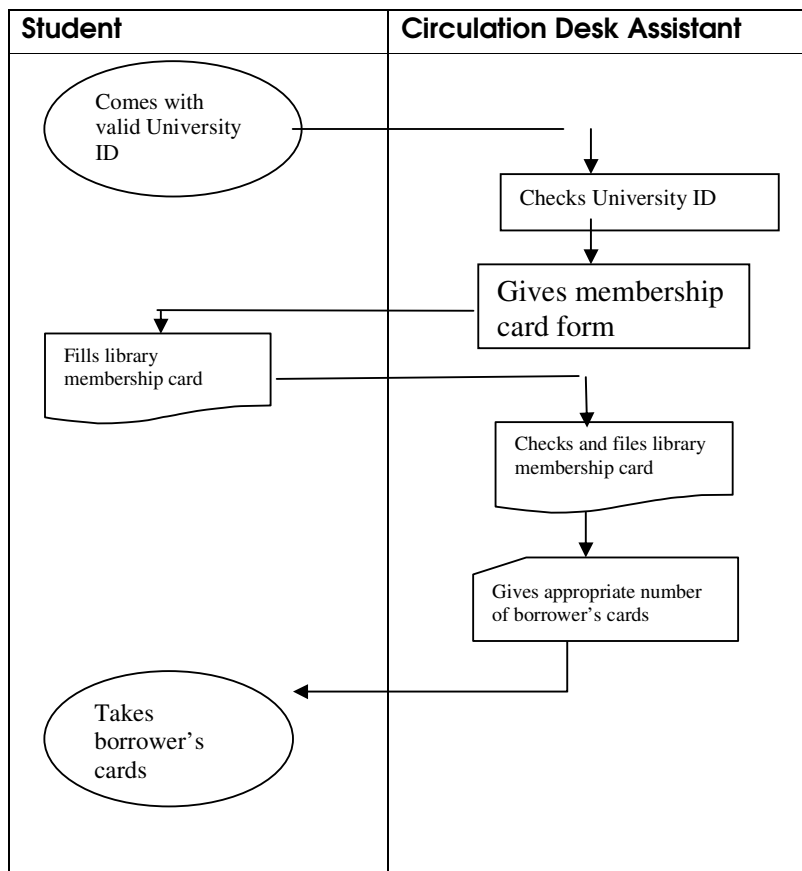


Fig.15- Getting library service, Circulation

ii. Charging:
a. Spot Reading

- Student comes to circulation desk with valid University ID
- Student provides circulation desk person with the relevant bibliographic information of reserved book he/she wants.
- Circulation desk assistant finds the book requested
- Desk assistant attaches book card/time card with ID and issues the book
- If the book is highly demanded, student returns book with in one hours and is given ID
- If the book is not highly demanded, the student can keep the book as long as the library is open.
- If a student keeps a highly demanded book beyond one hour, he/she is fined 1 birr for every hour

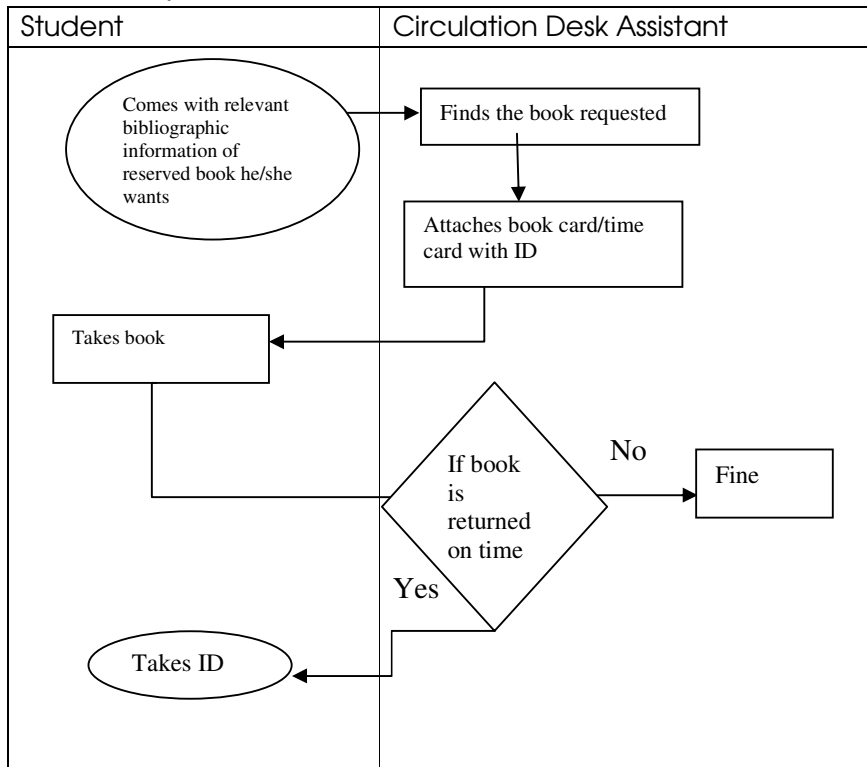


Fig.16 Getting Library service, Spot reading

b. Withdrawing book for photocopying (if photocopy machine in library doesn't work)

- Student comes to circulation desk with valid University ID
- Student gives bibliographic information of book s/he wants to copy and asks for a photocopy form
- Student fills out photocopy form
- Photocopy form is signed by authorized person
- Circulation desk person attaches book card with ID and gives book to student
- Student gives signed photocopy form to check point and takes out book
- Student returns book

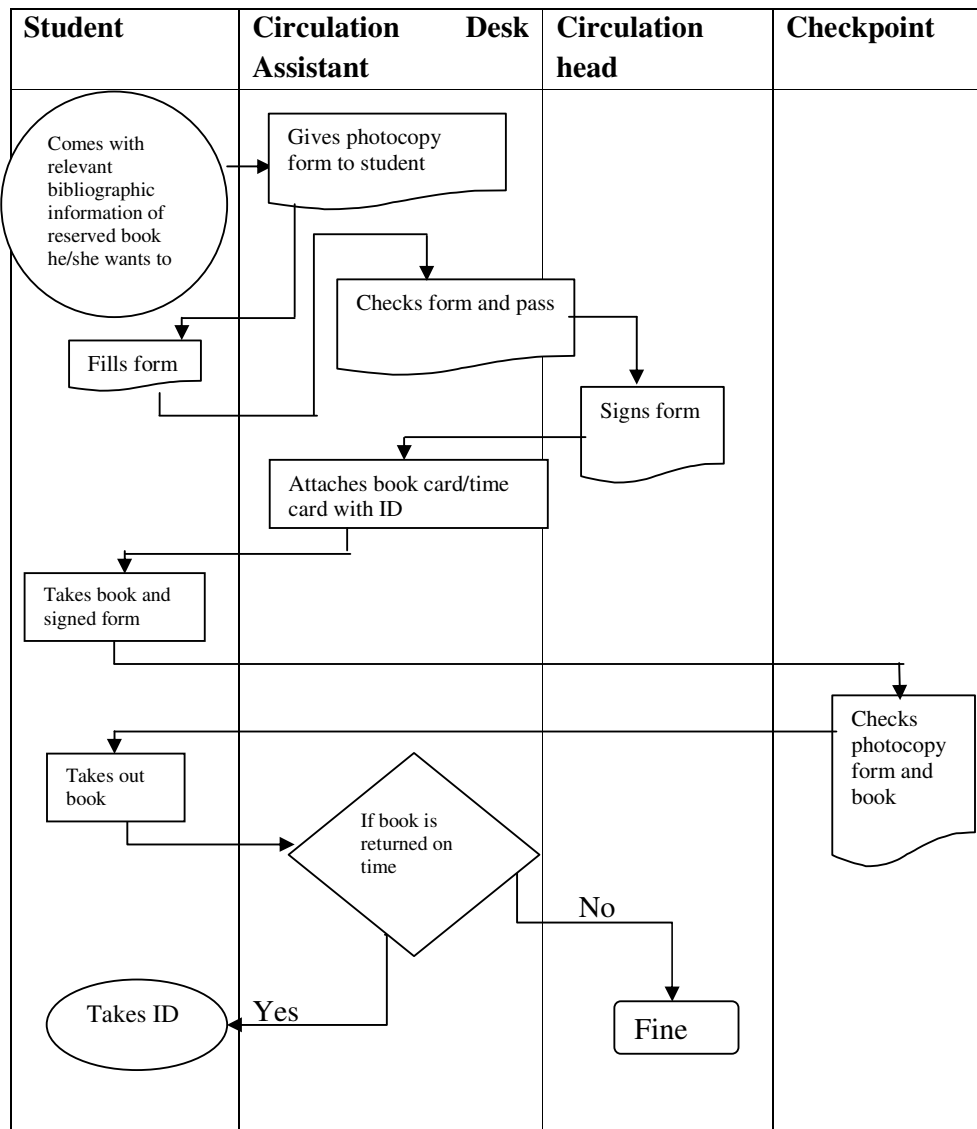


Fig.17. Getting Library service, Charging for withdrawal for Photocopy

c. Long loan

-Closed stack (For first year and extension students)

- Student looks up in the catalogue for the call number of the book that s/he is looking for.
- Circulation desk assistant gives student a stack service request slip to fill out
- Student fills the slip with the details of the book he is looking for
- Student gives slip back to the desk assistant to get him the book/s
- Circulation desk assistant searches for the book
- Circulation desk assistant puts marks on the books found
- The circulation assistant fills his details on the slip
- Circulation assistant gives the books to the student
- Student takes the book to the counter circulation desk
- Counter circulation desk assistant checks ID and borrower's card
- Counter circulation desk assistant stamps due date on the book and the book card
- Counter circulation desk assistant files the book card with the borrower' card
- The book is given to student

- Open Stacks

- Student goes to the stacks with relevant bibliographic information
- Student shows ID to circulation desk assistant(stacks)
- Student searches the shelves for the books
- Student takes out relevant books
- Circulation desk assistant checks ID and borrower's card
- Circulation desk assistant stamps due date on the book and the book card
- Circulation desk assistant files the book card with the borrower' card
- The book is given to student

iii. Renewal

- The user requests for renewal
- The circulation assistant asks the user for a valid University or membership ID
- The circulation assistant checks if the book is reserved for spot reading, stopped (held) by other users or damaged,
- If all three are not the case, the book can be renewed
- Circulation desk assistant stamps due date on the book and the book card
- Circulation desk assistant files the book card with the borrower's card
- The book is given back to student

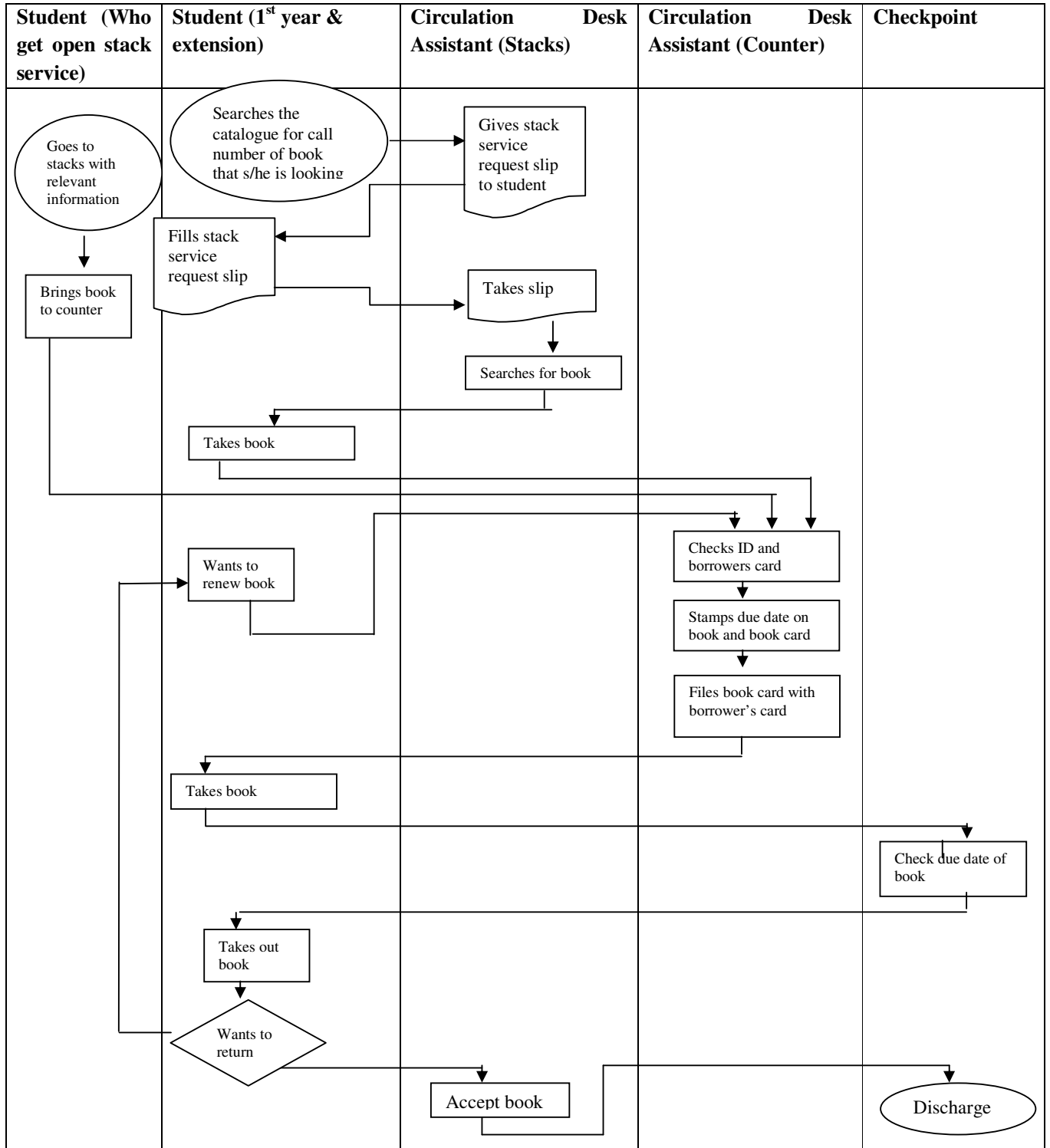


Fig.18. Getting Library Service, Long Loan

iv. Discharging

- Borrower brings the book to the circulation at the return desk.
- The circulation assistant searches the borrower record in the loan file
- The circulation assistant verifies whether or not the book is overdue
- If the book is overdue or damaged borrower pays fine
- If the user wants to renew, renewal process takes place
- The Circulation Assistant cancels the due date from the Due Date Slip and Book Card or cancels the time from Time Card
- The Circulation Assistant inserts the Book Card/Time Card in the Book Pocket and returns the pocket/ID back to the user.

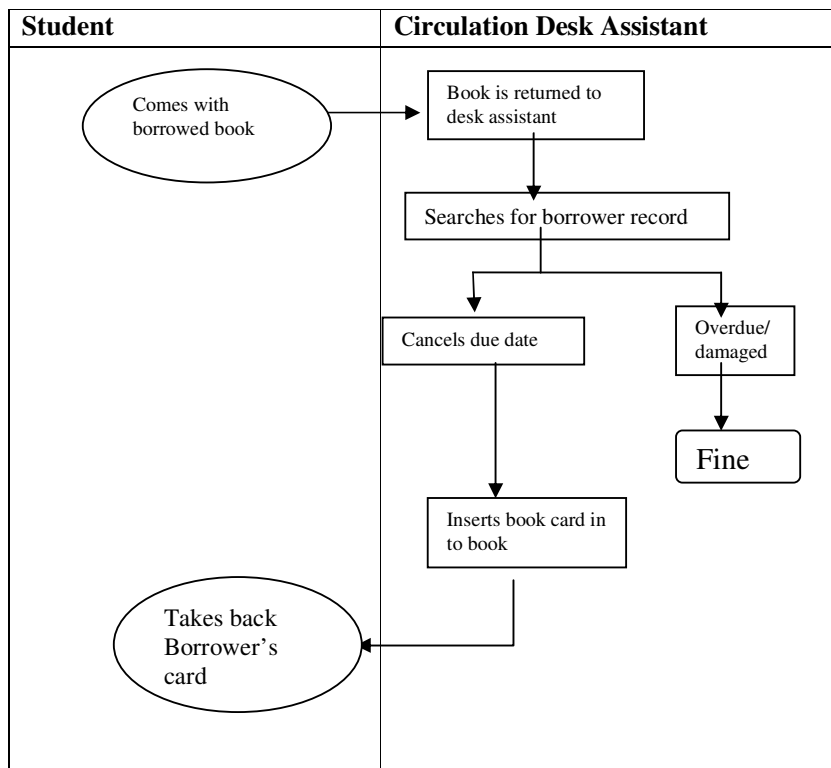


Fig.19. Getting Library Service, Discharging

v. Reference inquiry services

- Reference attendant accepts request from users
- If request is directional & simple, immediate answer will be given
- If a user request takes time, the Reference Attendant asks the user to fill out a Reference/information Inquiry Form and to submit to the Reference Librarian,
- The user submits the completed inquiry form to the Reference Librarian
- The Reference Librarian will conduct detailed reference interview with the user to find out of what the user is looking for
- Reference librarian searches various information sources, and gives written answers or provides the user with the relevant information sources.
- Users get answers to their request the on date of appointment

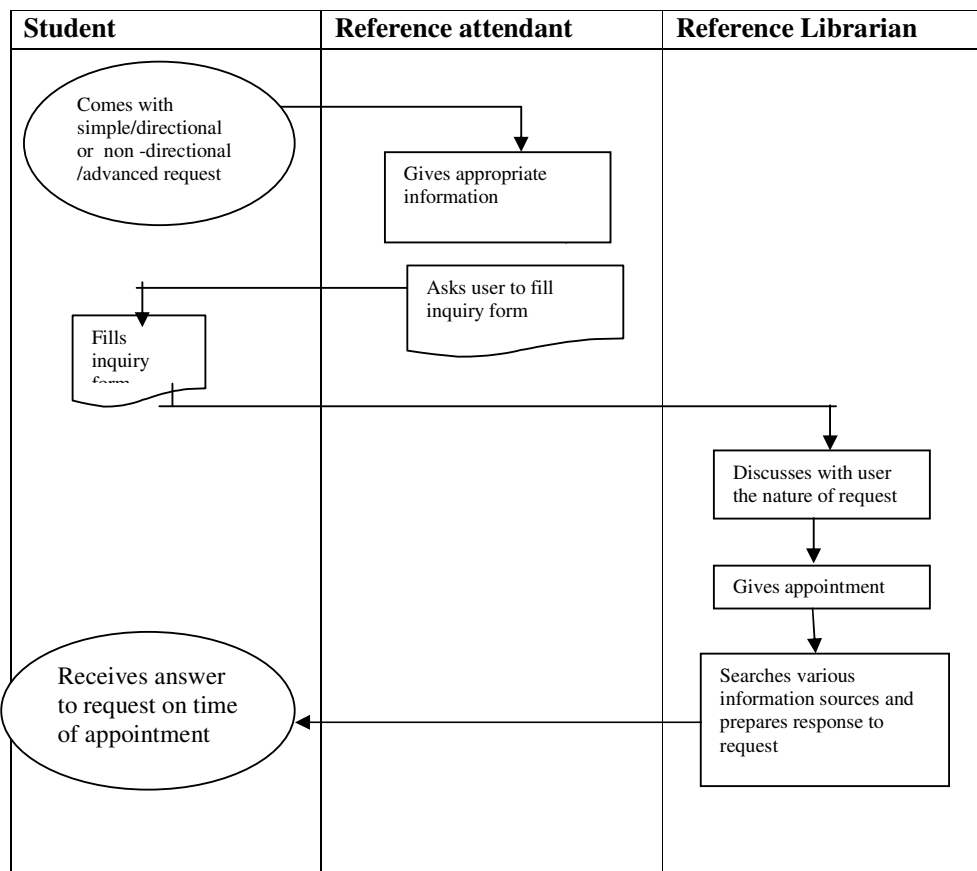


Fig.20. Library Services: Reference inquiry Services

vi. Library Services: ICT

- Student goes to computer lab with ID
- If all PCs are occupied, Student reserves turn by giving ID
- When his/her turn, starts using the computer
- Leaves the computer when time is up.

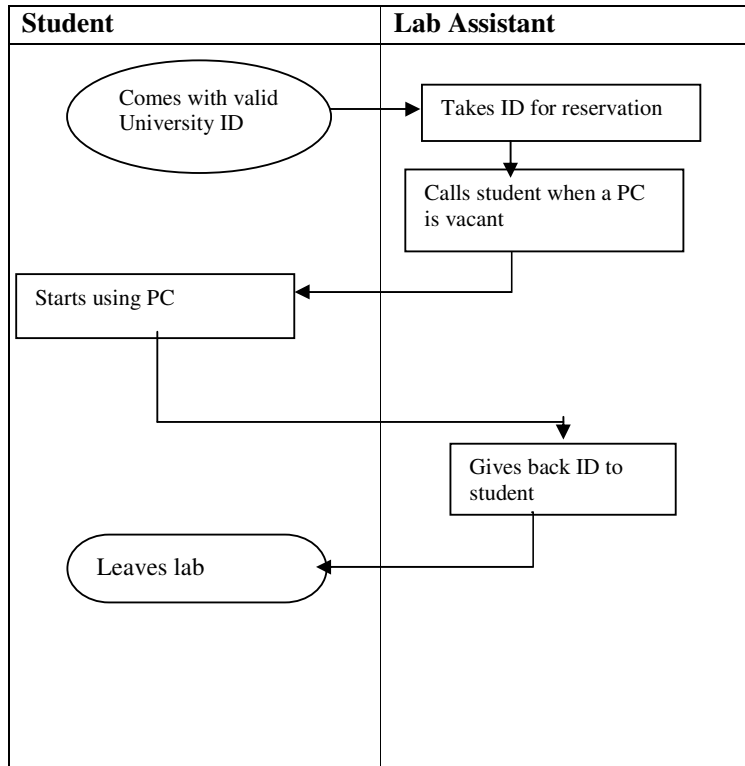


Fig.21. Library Services: ICT

vii. Library Services for Visually Impaired Students

- a. Short Loan service
 - Students ask for the service they want
 - The Braille section assistant deposits student's ID and gives students the material they want
 - Users get their ID back up on return of materials they have borrowed

- b. Long Loan service
 - User brings borrower pocket with University ID.
 - Special form is filled by the Braille Section Assistant when materials are checked out.
 - Student goes through other borrowing processes at Circulation Desk to take materials out of the library
 - Circulation assistant make a due date stamp and record the title
 - Student checks out the material
 - If the material to be borrowed is a tape recorder, a Tape Recorder Loan Form is filled by the Braille Section Assistant and the borrower has to sign on it.
 - The borrower submits the signed form with borrowers pocket and receives the tape recorder.
 - The borrower returns the tape record at end of each semester.

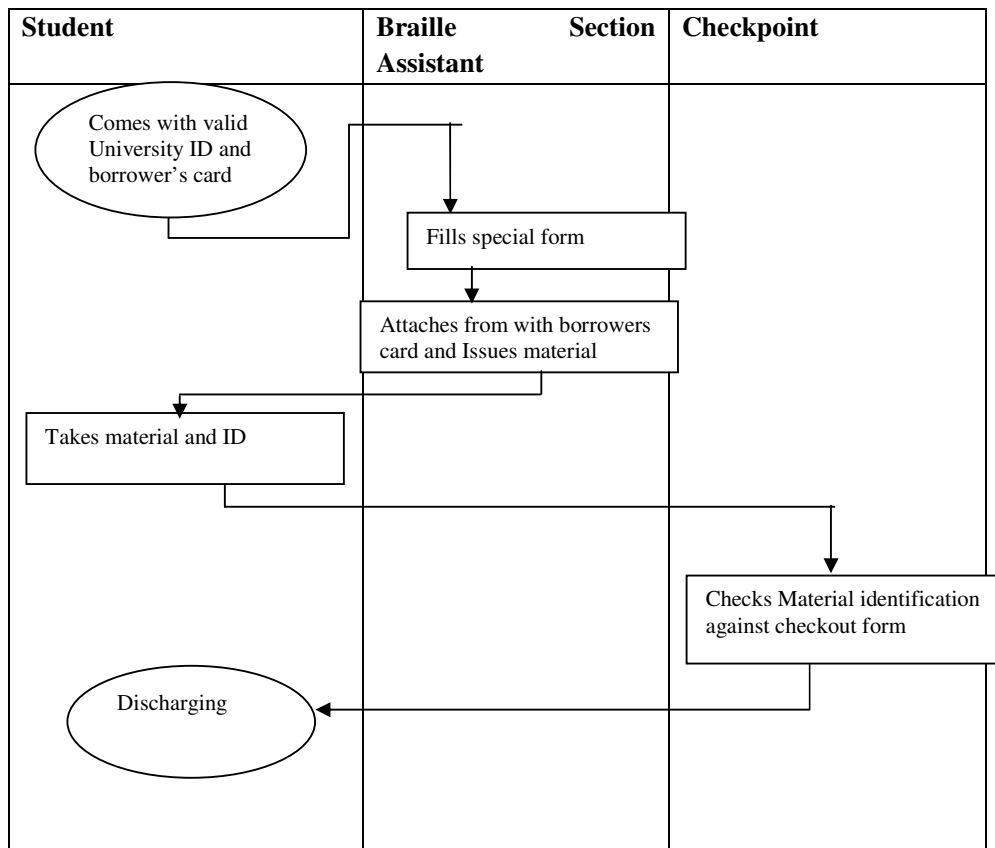


Figure 22. Library Services for Visually Impaired Students

7. Support for Visually Impaired student:

- University receives list of students
- Orientation
- Student with VI , PI and HI apply
- Forms committee to screen out
- Inform students about the decision
- Forward the list of students to disability and career development centre
- Centre prepares list of students to financial support and sends it to the Dean of students for approval
- Dean of students approves and sends back the list to the centre
- Centre sends the list to finance office
- Payment
- The same students get different services

C. Exit

This includes all processes of clearing from the dormitory, return books and meal cards. However, these clearance processes are directly related to the academic processes which are taken care of by the other teams.

But we have identified that these clearance processes are lengthy and tedious like other processes that we have mapped.

10. Problem, rule & Assumption

Problem	Rule	Assumption	(Break Assumption new Assumption)
Dispersion of services in different places/service is not given from one point		Respective offices are responsible for their work	Responsible office should be organized/ one window shopping system should be developed.
Student are not perceived as customers or main decisive stakeholders		Student are perceived as product/ as a circulation inputs in the organization .	Students should be considered as customers and decisive stakeholders.
The student services are perceived as charity or gift		They are not paying in hand	The sentiment should be corrected
Poor coordination system between support (Administrative) staff and Academic staff.		The services are considered as extra burden / not part of the teaching learning process.	Attention should be given to student service
Lack of rules and regulation		Left for individual mind (as if it is known running assumption	Preparing rules and regulations
Low level of responsibility/ multiple accountability		When many offices are accountable there will be responsibility	Giving responsibility/ autonomy for faculty
Unbalanced available resource to the number of students		MOE does not pay attention to resources/ our target is to educate	Equivalent resource should be allocated.
Fragmented in place but highly centralized in central University management arias.		To control the whole system	Decentralizing and centralizing at faculty level

11. Conclusion

The support services that AAU provides to its students at the central and faculty levels involve several sub-processes and tasks that require lengthy steps. These tasks take significant time, energy and resources from the students as well as the staff giving the services. Some of the steps force the students to go to the same places several times for the same task and the system is constrained. Furthermore, the spill over effects on the academic activities is significant. These problems have been compounding over the years as student population went on increasing, resources become more and more scarce and available space per student went on shrinking. This resulted in service delivery which students, academic staff, support staff, the management of the University and the public at large commonly describes as sources of major frustrations for the University community in general and the service seekers (students) in particular. The adverse effect has now surfaced as one of the major hurdles negatively the functioning of the University in its effort towards achieving the very goals set in its new strategic plan for attainment of excellence and transformation to an eminent research University in Africa.

Therefore, business process re-engineering for transforming for transforming the student services of the University to quicker and more efficient one emerged as an action that will play major roles in the entire re-engineering operation that AAU must take up in the short term in order to harvest long term benefits for the system. Re-engineering the student services process is mandatory task for re-engineering the core academic and research programmes of the University.