

NATIONAL PRODUCTIVITY CENTRE



REPORT OF THE INSTALLATION OF PRODUCTIVITY AND QUALITY IMPROVEMENT PROGRAMME (P&QIP)



CONDUCTED AT
NIGERIA IMMIGRATION SERVICE
OYO STATE COMMAND, AGODI, IBADAN, OYO STATE

NATIONAL PRODUCTIVITY CENTRE

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REPORT ON THE INSTALLATION OF
PRODUCTIVITY AND QUALITY
IMPROVEMENT PROGRAMME (P&QIP)

BY
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FOREWORD

The Nigeria Immigration Service, Oyo State Command was chosen for the Installation of Productivity and Quality Improvement Programme (P&QIP) because of the need to reposition it for improved performance. This report therefore vividly and analytically presents a comprehensive account of the installation of Productivity and Quality Improvement Programme (P&QIP) in the client organization. It is a veritable platform to improve the overall performance of the Oyo State Command of the para-military agency.

During the installation of the programme, the P&QIP team under undertook a thorough examination of the Command in order to measure its level of productivity. This was carried out by conducting organizational diagnosis, observations, Productivity Awareness Survey, 5S Audit and Customer Satisfaction Survey.

We sincerely hope the recommendations contained in the report would be fully implemented by the management and staff of the Command in order to achieve the desired result. It is also expected that the work would be beneficial to policy makers and other stakeholders in the productivity movement.

Dr. Kashim Akor
Director-General
National Productivity Centre
Abuja, Nigeria.

ACKNOWLEDGEMENT

The successful installation of this all important programme at the Nigeria Immigration Service, Oyo State Command was the product of team work and cooperation between the staff of the National Productivity Centre and this reputable Para-military agency responsible for migration management in Nigeria.

We wish to express our heartfelt gratitude to the Director-General, [National Productivity Centre, Dr. Kashim Akor for his unflinching support and intellectual assistance.

We equally appreciate the support and cooperation of the entire management and staff of the Oyo State Command of the Nigeria Immigration Service. We thank them for their hospitality, patience and commitment to the programme.

To the Management and staff of ENENU INTEGRATED CONCEPT LIMITED, we say a very big thank you for the support and cooperation extended to us in the course of implementing the programme.

We are also grateful to all the programme officers and other staff of NPC Oyo State office for their cooperation, professional and technical contributions.

Mrs. Kehinde O. Adeyemi
State Coordinator
National Productivity Centre
Ibadan, Oyo State.

CHAPTER 1

1.0. INTRODUCTION

The continuous decline and low organizational Productivity in the public sector in Nigeria have been attributed to poor state of infrastructure, low skilled work force, low level/poor deployment of technology, Inadequate training, improper work ethics and lack of standardized operational procedures (SOPs); among others. The immediate consequences of the above developments include poor work ethics, redundancy, loitering of workers, poor service delivery, low quality of work and worklife. The Productivity and Quality Improvement Programme (PQIP) is an interventionist programme articulated by National Productivity Centre (NPC) to enhance the inputs of individual employees in various departments, divisions and units of benefitting enterprises and organizations for improved overall performance. The programme is conceived based on the labour management principle that employees (labour) are the chief drivers of money and materials which are the two other key inputs in the process of production. In the same vein, it is directed towards full and efficient utilization of available productive resources in an organization.

In recognition of her significant capital outlay, large number of employees (over 1000) and high population of citizens of Nigeria spread across 36 states of the Federation; among others; and as a major and vital institution in the country, the Management team of NPC Oyo State Office decided to pay a courtesy visit to the Nigeria Immigration Service (NIS), Oyo State Command in Ibadan and successfully negotiated the installation of the Centre's P&QIP in the

organization. The NPC team presented a report on the preliminary findings on NIS to the top management of the organization and how P&QIP can assist her not only to overcome the challenges, but to further improve on her overall performance. In agreement with the report, the top management of the organization saw the need to install Productivity and Quality Improvement Programme in the agency. The Management of the State Command therefore requested that the programme should be installed at the Command for improved workers efficiency and service delivery.

The Nigeria Immigration Service (NIS) is the federal government agency charged with the responsibility of migration management in Nigeria. Over the years, the NIS has witnessed series of changes since it was carved out of the Nigeria Police Force (NPF) in 1958. The Immigration Department, as it was known then, was entrusted with the core immigration duties under the headship of the Chief Federal Immigration Officer (CFIO) and the first to sit on that chair was in the person of Mr. E. H Harrison. The department during its evolutionary stages inherited the Immigration Ordinance of 1958 for its operation. At inception, the department had a narrow operational scope and maintained a low profile and simple approach in attaining the desired goals and objectives of government. During this period, only the Visa and Business Sections were set up. However, on August 1st, 1963, Immigration Department came of age when it was formally established by an Act of Parliament, Cap I71, Laws of the Federation Nigeria. The head of the department became known as the Director of Immigration. Thus, the first set of Immigration officers were former Police Officers. It became a department under the control and supervision of the Federal Ministry of Internal Affairs (FMIA) as a Civil Service outfit. Following some structural reforms and Government white paper on October 1st, 1992, the designation of “Director of Immigration” was

changed to “Comptroller General of Immigration Service”, thereby granting the Service a para-military status. Thus, the last Director of Immigration became the first Comptroller General of Immigration (CGI) in the person of CGI Garba Abbas. The Service has come a long way in its march towards reformation and restructuring to be better positioned for the implementation of modern migration management. This period saw changes in the organizational and operational structure of the Service, and which were inevitable towards accommodating the added responsibilities as well as emerging regional and sub-regional political alignments. These included the introduction of the Economic Community of West African States (ECOWAS) and African Affairs Division, Aliens Control and Border Patrol Management and such other added responsibilities for the Service. Furthermore, in 1988, the Service was saddled with the responsibility for the issuance of all Nigerian travel documents which included the Nigeria Passports.

1.1. Vision Statement

To be a modern, effective and efficient Immigration Service, manned by well trained and motivated workforce.

1.2. Mission Statement

To strengthen the security and prosperity of Nigeria through proactive, effective and efficient border security and migration management.

1.3. Core values

The Nigeria Immigration Service is responsible according to the act establishing it for:

- The control of persons entering or leaving Nigeria
- The issuance of travel documents, to bona fide Nigerians in and outside Nigeria

- The issuance of residence permits to foreigners in Nigeria
- Border surveillance and patrol
- Enforcement of laws and regulations with which the service have been directly charged

1.4 Organization Structure

After due examination of the mandate, objectives and functions of the Nigeria Immigration Service and taking into consideration the new Immigration Regulations 2017 as well as the expanding challenges confronting the Service in the face of rising cross-border immigration violations, need for control of entry and monitoring of migrants, transnational crimes, the Nigeria Immigration Service has been restructured into eight (8) Directorates and seven (7).

Directorates

1. Human Resources Management;
2. Finance and Accounts;
3. Planning, Research and Statistics;
4. Passport and Other Travel Documents;
5. Investigation and Compliance;
6. Border Management;
7. Migration;
8. Visa and Residency

Units

1. Procurement;
2. Legal;
3. Internal Audit;
4. SERVICOM;
5. Internal Security;
6. Press and Public Relations;
7. Anti-Corruption and Transparency

Human Resources Management Directorate

This Directorate is headed by a Deputy Comptroller General and divided into four (4) Divisions as follows:

- i. Appointment, Promotion and Discipline;
- ii. Staff Welfare and Gender;
- iii. Training and Staff Development;
- iv. General Services.

Finance and Accounts Directorate

The Directorate is headed by a Deputy Comptroller General and divided into three (3) Divisions as follows:

- i. Finance;
- ii. Budget;
- iii. Revenue.

Planning, Research and Statistics Directorate

The Directorate is headed by a Deputy Comptroller General and divided into three (3) Divisions as follows:

- i. Planning;
- ii. Research and Statistics;
- iii. ICT.

Passport & Other Travel Documents Directorate

The Directorate is headed by a Deputy Comptroller General and divided into two (2) Divisions as follows:

- i. Passport (standard);
- ii. Diplomatic, Official Passports & Other Travel Documents.

Investigation & Compliance Directorate

The Directorate is headed by a Deputy Comptroller General and divided into three (3) Divisions as follows:

- i. Investigation;

- ii. Intelligence/Surveillance;
- iii. Compliance.

Border Management Directorate

The Directorate is headed by a Deputy Comptroller General and divided into four (4) Divisions as follows:

- i. Land Control Post and Land Patrol;
- ii. Airport Control and Aerial Patrol;
- iii. Seaport Control and Marine patrol;
- iv. Border Services.

Visa and Residency Directorate

The Directorate is headed by a Deputy Comptroller General and divided into three (3) Divisions as follows:

- i. Visa;
- ii. State Coordination/Export processing Zone (EPZ);
- iii. Residency.

Migration Directorate

The Directorate is headed by a Deputy Comptroller General and divided into two (2) Divisions as follows:

- i. Regular Migration;
- ii. Irregular Migration.

CHAPTER 2

2.0 SCOPE OF THE PROGRAMME

The following are the objectives of the programme

- i. Identify Productivity problems and proffer solutions
- ii. Improve the quality of human resource through the application of improvement productivities tools
- iii. Improve the performance of the organization
- iv. Improve the competitiveness of the organization through benchmarking
- v. Facilitates job enlargement and satisfaction
- vi. Provide pathways for productivity culture and practice

2.1 MAIN FEATURES OF PRODUCTIVITY AND QUALITY IMPROVEMENT PROGRAMME AT NIGERIA IMMIGRATION SERVICE

A. STEPS IN PRODUCTIVITY AND QUALITY IMPROVEMENT PROGRAMME:

1. Awareness creation
 - Visitation
 - Productivity Awareness Lecture
 - Announcement of initiation of the programme
2. Organization Diagnosis
 - Productivity Awareness Survey (PAS)
 - Customer Survey
 - 5S Good Housekeeping
 - Ishikawa/Fishbone Analysis
3. Computation of Baseline Statistics and Analysis

4. Development of Improvement Plans/Activities
 - In collaboration with the Management
5. Deployment of Improvement Plans/Activities
 - in collaboration with the Management
6. Monitoring and Evaluation (M&E)
 - in collaboration with management
7. Formation of Quality Productivity Committee (QPC) and Productivity Council (PC)
 - Inauguration of QPC and PC
8. Transfer of ownership

CHAPTER 3

3.0 PROGRAMME EXECUTION

3.1 PRODUCTIVITY AWARENESS CREATION

The Productivity and Quality Improvement team led by the NPC State coordinator, Mrs. Adeyemi visited the NIS Oyo State Command for the purpose of explaining the features and benefits of the programme, to the top management of the organization with a view to providing a lasting solution to identified productivity related problems.

In the course of the implementation of the programme; the following approach and methodology were adopted thus:

1. Awareness Creation/Sensitization Seminar
2. Baseline Determination consisting of:
 - a. Productivity Awareness Survey (PAS)
 - b. 5s Good Housekeeping Audit
 - c. Customer Satisfaction Survey
3. Production and Presentation of Report

3.2 AWARENESS CREATION/SENSITIZATION SEMINAR VISITATION

The P&QIP team visited NIS, Oyo State Command in March for familiarization and commencement of the programme. The team had extensive meeting with the Comptroller on the modalities and steps of the programme. The State Coordinator in the person of Mrs K. O. Adeyemi highlighted the benefits of the programme and how the client organisation stands to benefit from the programme. They conducted an inspection as part of the familiarization process of the

different sections and departments of the command. The team met principal officers of Human Resources department, Passport section, Migration section and Finance and Accounts to learn work processes of the sections.

3.3 AWARENESS LECTURE

The programme was declared open by the Public Relations Officer (PRO) of Nigeria Immigration Service (NIS) Oyo State Command in the person of Mr. Adetunji Abdulahi.

In his opening remarks, the PRO intimated the NPC team of the core values of the organization and the coverage area of their duties and responsibilities. The PRO subsequently handed over the proceedings to the representative of the Command in the person of Mr. T. O. Badejo.

Mr Badejo in his own remarks highlighted the mission, vision and the objective of the NIS. He further gave brief history and functions of the various departments. He thereafter introduced each member of staff of the Command present at the event.

The lecture started with an interactive session with the theme: “Productivity Improvement and Quality Improvement”. The feedback received showed that most of the NIS Staff were not adequately educated on the meaning and application of the key concepts of productivity. Hence, they were taken through the rudiments of the meaning of the key concepts of productivity, namely productivity, output, input, effectiveness, quality and improvement.

The presenter examined an Overview of Productivity and its concepts, Productivity and Quality Improvement Programme

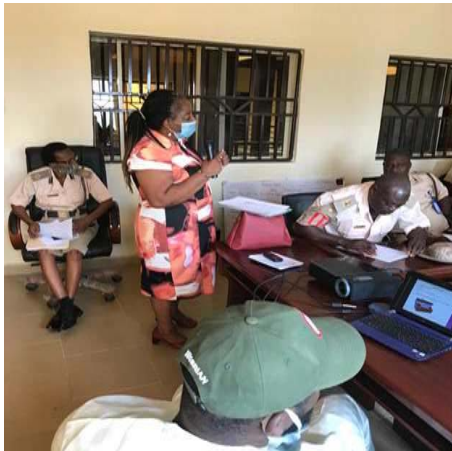
steps, tools/techniques used in the application of P&QIP. The following are some of the benefits examined during the presentation:

- Increase in the efficiency of workers in terms of input/output
- Waste Reduction
- Increase in workers performance in terms of attitude to work, reduced complaints, etc
- Improved staff morale and achievement of organisational goals and objectives.



Group photograph taken after the opening ceremony

A cross section of NIS Officers during the Awareness Lecture



CHAPTER 4

4.0 ORGANIZATIONAL DIAGNOSIS

This is a detailed diagnosis of the operational procedures of the agency. It is a Comprehensive study of an organization with a view to assessing the current level of performance. The Organizational diagnosis step plays an important role in the installation of Productivity and Quality Improvement Programme by asking questions on quality, cost, morale, efficient, method of production, machines, man, materials, safety etc. It helps to establish the gaps between current and desired performance and how the agency can achieve its set objectives/goals in order to meet expectations of the citizens and customers. The following problem identification techniques were used for diagnosis:

- i. Productivity Awareness Survey (PAS)
- ii. Customers Satisfaction Survey
- iii. 5s Good Housekeeping Technique
- iv. Observatory/field observation

4.1 DATA ANALYSIS

The data collected was analyzed using different but appropriate methodologies as shown in the table below:-

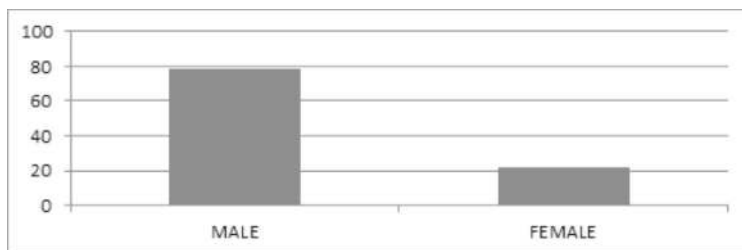
Table 4.1: Data Analysis

Data Collected	Data Analysis	Objectives
Productivity Awareness Survey	Using statistical tool of bar chart to ascertain frequency distribution	To determine the level of productivity and quality awareness of the employees
Customer satisfaction survey	Using statistical tool of bar chart to represent the frequency distribution	To determine the quality of service delivery and customer satisfaction performance
5s Good housekeeping Technique	Observation of work place, tools and general cleanliness of the production environment	To determine the degree of conformity with standard 5S rules and procedures
Field Inspection and Observation	Direct observations through factory tours and interviews	To access the work area/field which may not have been covered by others methods.

4.2 PRODUCTIVITY AWARENESS SURVEY (PAS)

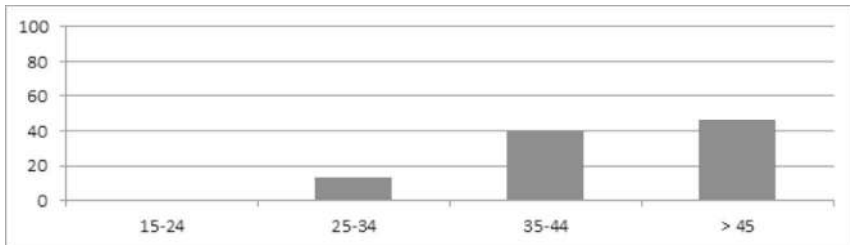
Productivity Awareness Survey (PAS) was conducted using structured questionnaire as one of the organizational diagnosis tools. PAS is used to determine Productivity Awareness level of the staff, quality measurement, and job satisfaction of workers, working relationships, management credibility and staff commitment. Questionnaires were administered to the staff of the organization. The respondents consist of senior staff, junior staff with ranks as high as deputy comptroller and as low as a clerical staff of the human resources department. The number of respondents is significant when subjected to statistical tests. The findings, analysis and conclusions from the exercise are as illustrated below:

Figure 1: Gender of the Staff



Findings/Interpretation: The finding shows that 73.33% of employees of the agency are male while 26.67% are female. The distribution cut across all sections of the agency. An important observation is that there were more males in the border patrol department while females are more in the passport section.

Figure 2: Age Distribution



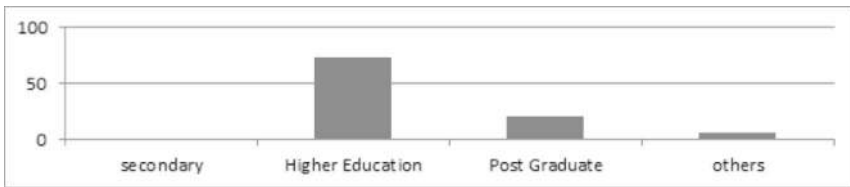
Findings/Interpretation: The age distribution shows that most of the workers are in the range of 35yrs and above with larger percentage been shared between 35yrs-44yrs and 45 and above. The respondents distribution is 15-24yrs(0%), 25-34yrs(13.33%), 35-44yrs(40%) and >45yrs(46.67). This translates to higher productivity since most of the workers are in their prime age where they can combine experience with skills acquired on the job to boost performance. It is very important that the staffs are experienced due to the nature of the job being border patrol, identification of illegal immigrants and proper document for granting citizenship. The older and experience the staff is, the better for the agency.

Figure 3: Years of Service



Findings/Interpretation: 6.67% of the workers had 1-3yrs experience while 93.33% of the staff had 7years or more experience. This is a positive sign because the distribution revealed that the agency have highly experienced and devoted officers.

Figure 4: What is your level of education?



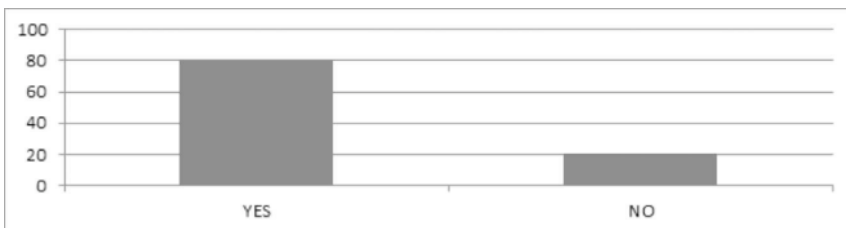
The result revealed that 73.33% had university education, 20% had post graduate qualifications.

Figure 5: Do you know the vision statement of NIS?



Findings/Interpretation: The table indicated that 80% of the officers were familiar with the vision of the organization while 20% were not familiar with the vision statement. This shows that majority of the workers are properly educated and inducted into the organization making them more productive.

Figure 6: what is the mission statement of NIS?



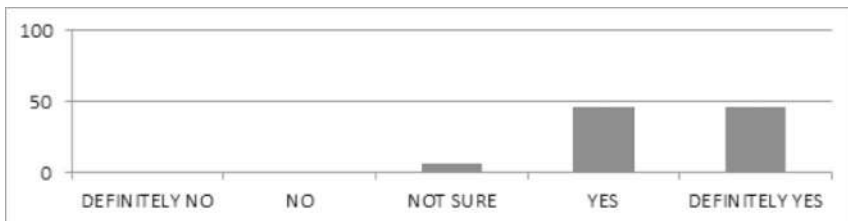
Findings/Interpretation: The table revealed that 80% of the staff were familiar with the mission of the organization while 20% were not familiar with the mission. The essence of this is to determine the level of understanding of the goals and objectives of NIS. The result indicates a good organizational culture.

Figure 7: How do you communicate with the management?



Findings/Interpretation: 40% of the respondents agreed that communication was through meetings, 50% went for the supervisor link while 10% communicated through notice board. The most important thing is that all the correspondents have a way of communicating with the management but at different level of efficiency. This is not good for the agency as bureaucracy lead to information delay and out of time. The use of communication through assigned e-mail address, e-conferencing and Zoom meeting transmission should be encouraged to facilitate speedy and faster information transmission.

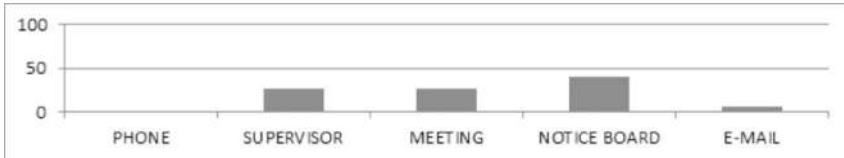
Figure 8: Is Communication Effective In your Organization?



Findings/Interpretation: From the figure above, 6.67% of the respondents were “Not Sure”, 46.67% respondents agreed “Yes” communication is effective while 46.67% agreed that

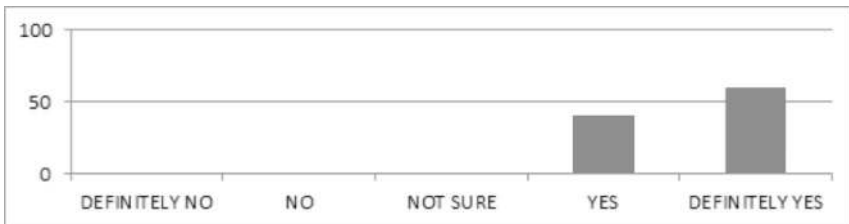
communication was definitely “yes effective”. This is a good sign of effective communication as a total of 93.33% agreed on a smooth and unhindered process of transmitting information.

Figure 9: How does the management communicate with you?



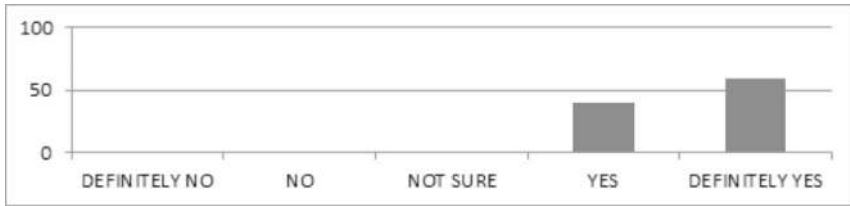
Findings/Interpretation: The result revealed that 26.67% of the respondents agreed that management communicated through meetings, 26.67% went for communication through supervisor while 40% said management communicated through notice board.

Figure 10: Is Communication Effective In your Organization between departments?



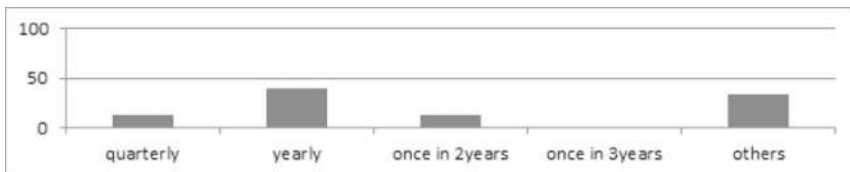
Findings/Interpretation: The question is designed to get employees view on communication between departments. 40% of the respondents said “yes” while 60% of respondents went for “definitely yes”. None of the respondents selected No, Definitely No and Not sure. This is a positive indication leading to productivity and performance improvement.

Figure 11: Is Communication Effective between management and staff?



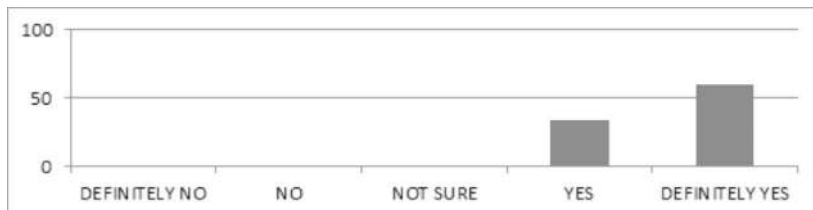
Findings/Interpretation: The question is designed to obtain employees' view on the level of communication between departments. 40% of the respondents said “yes” while 60% of respondents went for “definitely yes”. None of the respondents selected No, Definitely No and Not sure.

Figure 12: How often do you receive training?



Findings/Interpretation: From the figure above, it can be concluded that the officers have not been trained appropriately. This is an indication that the organization need to do more on staff development and training. The result revealed that 13.33% agreed on quarterly, 40% agreed on yearly, 13.33% on once in 2 years while 33.33% agreed on others.

Figure 13: Are you happy working with NIS?



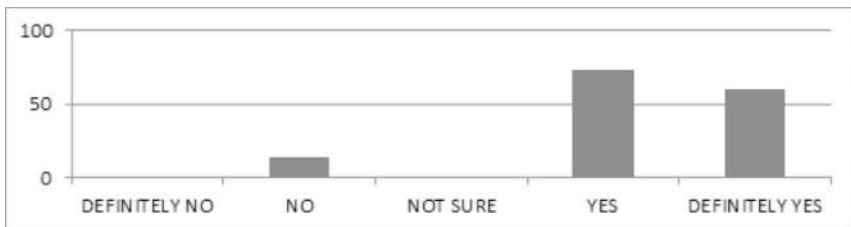
Findings/Interpretation: The purpose of the question was to obtain employees commitment and satisfaction. 33.33% respondents went for “yes” while 66.67% of respondents went for “definitely yes”. None of the respondents selected No, Definitely No and Not sure. This is an indication that the officers are well motivated; hence, their potentials for higher performance are being utilized for increased Productivity.

Figure 14: Are you satisfied with your current job schedule?



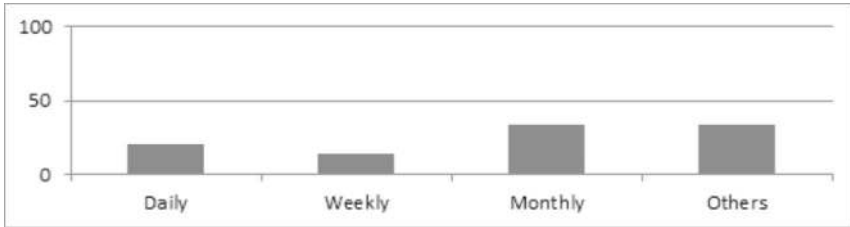
Finding/Interpretation: The table revealed that a majority of the staff were dissatisfied with their current schedule. This is not a good sign because it will affect the commitment and productivity of the officers. The issue needs to be addressed to facilitate growth and development of the officers in the organization set.

Figure 15: Do you discuss job challenges with your superior?



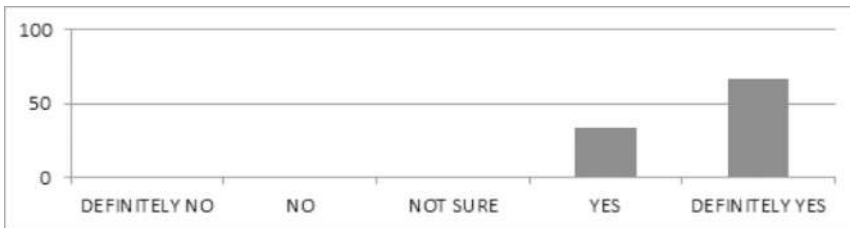
Findings/Interpretation: in response to the above question, 13.33% went for “No”, 73.33% said “yes” while 13.33% of the respondents agreed on “definitely yes”. This is an indication of a good interpersonal relationship between the staff and their superiors

Figure 16: How often do you discuss job challenges with your superior?



Findings/Interpretation: The table above showed that 20% discussed with their supervisors on daily basis. 13.33% said on-weekly basis while 33.33% of the respondents said on monthly basis. This is not a good sign for positive improvement as monthly and weekly briefings exceeded that of daily briefings. Daily briefings and discussion on work challenges should be encouraged to allow for improved and better performance.

Figure 17: Are you willing to continue with NIS in future?



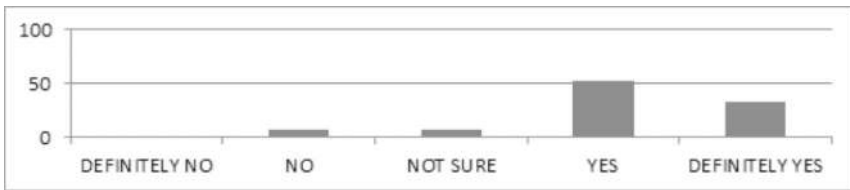
Findings/Interpretation: All the respondents disclosed that they were willing to continue working with the organization. This is a positive sign pointing to the fact that the management is friendly, and the officers were motivated and committed toward the growth of the organization.

Figure 18: Are you familiar with the concept of Productivity?



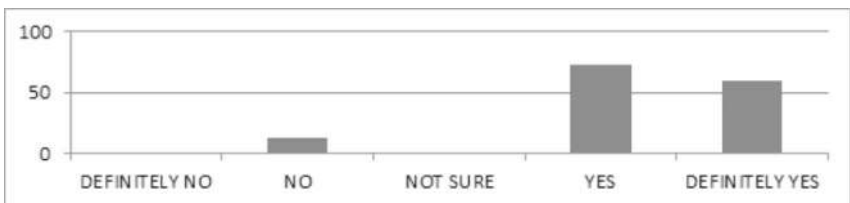
The table showed that 6.67% respondents went for “No”, 46.67% agreed on “definitely yes” while 46.67% agreed on “yes” on the subject matter. This is a good sign towards achieving the objectives and goals of the agency.

Figure 19: Are you familiar with the concept of Productivity Improvement?



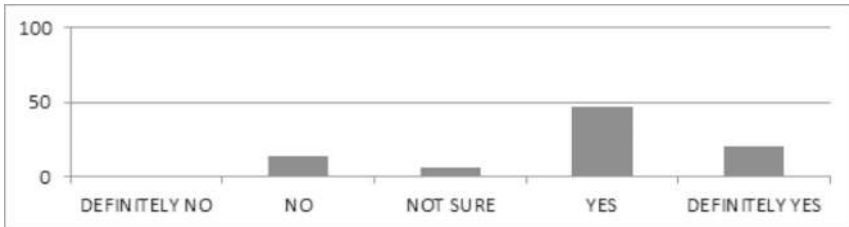
Findings/Interpretations: The table revealed that 6.67% respondents said “No”, 6.67% for “Not sure” 53.33% said “definitely yes” while 33.33% agreed on “yes”. This is a good sign towards achieving the objectives and goals of the agency as total of 87% of the officers were familiar with the subject matter of productivity.

Figure 20: Are you familiar with the concept of quality improvement?



Findings/Interpretations: Majority of the respondents (93.34%) disclosed that they are familiar with the concept.

Figure 21: Do you feel encouraged passing suggestion to the management?



Findings/Interpretations: The table indicates that 26.67% respondents went for “No”, 6.67% for “Not sure”, 46.67% agreed on “definitely yes” while 20% agreed on “yes”. This is a good sign towards achieving the objectives and goals of the agency as total of 87% of the officer are familiar with the subject matter.

4.3 5S GOOD HOUSE KEEPING AUDIT

5S is a systematic approach that is used to assess working areas to organize work place, maintain a clean working environment, keep rules/standards, maintain discipline and provide a better working condition for improved performance.

The benefits of 5S philosophy are:

- Less Accidents
- Reduction in human errors
- Waste reduction
- Reduced down time
- Provide easy access to materials and tools

The audit was carried out under the five components of 5S listed below with different levels of compliance.

SEIRI (SORT): take out unnecessary items and discard. Seiri is

designed to answer the following questions:

- Is the environment littered with unwanted/Unused items?
- Are materials properly separated?
- How often does waste removal take place?
- How often do you sort your materials/resources?

SEITON (SYSTEMIZE): arrange necessary items in good order.

Seito answers the following question:

- Are materials arranged in good order?
- How is the setting of Machines
- Is it easy to see items?
- How easy it is to use items?
- How easy it is to return used items?
- Is the work area labelled?
- Are the tools/equipment placed according to their use?

SEISO (SWEEP): Cleaning of work place. Seiso is designed to answer the following questions:

- How clean is the work area?
- How often do you clean the work place?
- How often do you clean machines and equipment?

SEIKETSU (STANDARDIZE): Maintain high standard of housekeeping and work place organization at all times. Seiketsu enables and ensures compliance to new standards. Seiketsu will answer the following questions:

- How can we maintain cleanliness?
- How to apply what we learned?
- How can we apply ideas of regular sorting?
- Does the organization have standard of operation (SOP) procedure?

SHITSUKE (SELF DISCIPLINE): train people to follow good housekeeping rules/standards autonomously. Shitsuke will answer the following questions:

- How often do you learn on the job?
- Do you pay attention to details?
- How often do you receive training?
- Is 5s applied everywhere?
- How prompt is action taken to solve a problem?

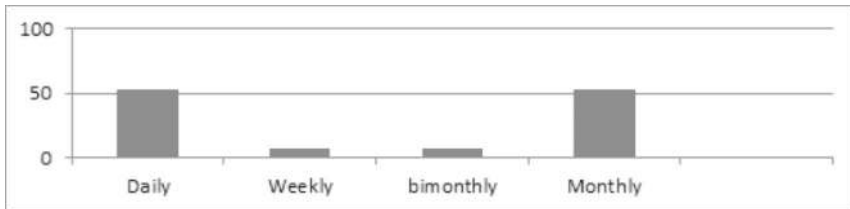
The findings, analysis and conclusions from the exercise are as illustrated and explained below:

SEIRI (SORTING)

Figure 22 - Name/List types of waste generated in your work processes

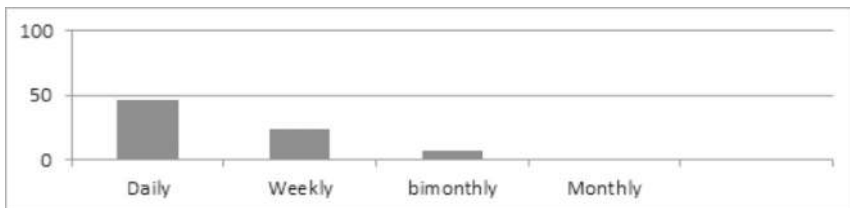
ANSWER – Paper, trash and time.

Figure 23 - How often do you sort your materials/resources?



Finding/Interpretation – The question was designed to determine the rate of sorting used materials from unused materials. 53.33% of the officers agreed that they sorted their resources daily, 6.67% agreed on weekly and monthly each while 33.33% consent on monthly. This is a positive sign but others officers have to improve to create a better and conducive working environment.

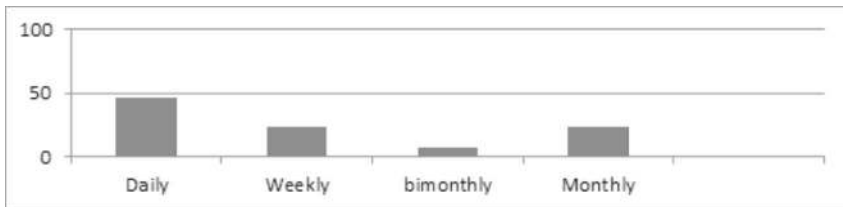
Figure 24 - Please How often do you dispose unwanted materials?



Finding/Interpretation – 46.67% of the officers agreed on daily disposal of unwanted resources, 23.33% agreed on weekly, 6.67% monthly while 23.33% consent on monthly. This is a positive measure that the agency has to imbibe for continuous improvement and enhanced service delivery.

SEITON (SET IN ORDER)

Figure 25 - How often do you organize your tools?



Finding/Interpretation - The result revealed that 46.67% of the respondents agreed that tools were organised on daily basis, 23.33% went for weekly, and 6.67% for bimonthly while 23.33% for monthly. This is a positive note for the agency as it would foster higher quality of service delivery.

Figure 26 - Are the work area labeled?



Finding/Interpretation - From the figure above, 46.67% agreed that their work area was labeled while 53.33% agreed that their work area was not labeled.

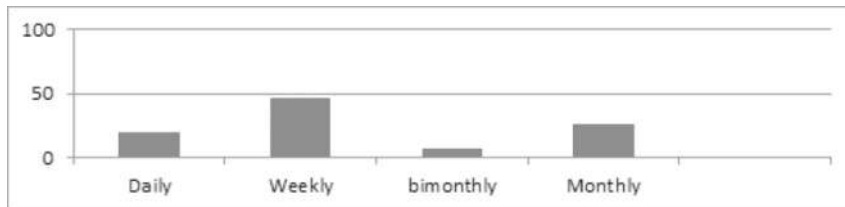
Figure 27 - Are your tools placed according to their use?



Finding/Interpretation - The result showed that 66.67% of the respondents said yes to the question while 33.33% went for No. This is a positive sign for higher performance but for effective and efficient service delivery all the departments must be carried along.

SEISO – SWEEPING

Figure 28 – How often do you carryout general cleaning of your work place environment?



Finding/Interpretation - The question was designed to determine the rate of cleaning the work area. 20% of the officers discussed that they did cleaning on daily basis, 46.67% said weekly basis, 6.67% said bimonthly while 26.67% said on monthly. This is a positive sign but the others have to improve to create a clean and neat working environment.

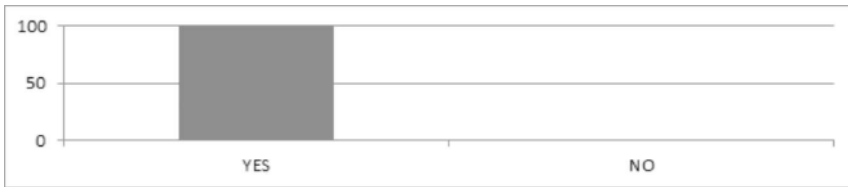
SEIKETSU (STANDARDIZE)

Figure 29 - Does the organization have standard of operation (SOP) procedure?



Finding/Interpretation – 100% of the respondents said the organization had a standard of operation procedure.

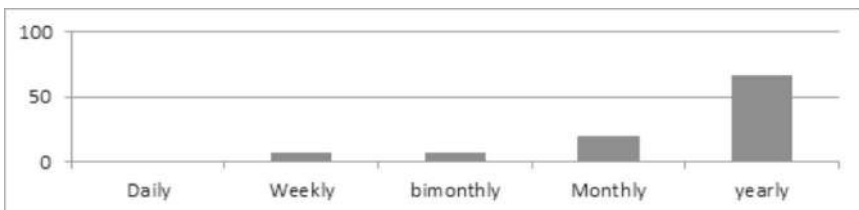
Figure 30 - Does the Organization have standardized work schedule for each employee?



Finding/Interpretation – 100% of the respondents said the organization had standard of operation

SHITSUKE (SUSTAINING)

Figure 31 - How often do you receive training?



Finding/Interpretation – The result revealed that 6.67% of the respondents agreed that training was received on weekly basis, 6.67% went for bimonthly, and 20% for monthly while 66.67% for

yearly training. This is necessary for personal development to enhance higher quality of service delivery.

Figure 32 - Has the training assisted you in improving job performance?



Finding/Interpretation – 100% of the respondents agreed that the trainings impacted positively on their level of performance.

4.4 RESULTS FROM FIELD OBSERVATION

Under listed are the results of observations made from the inspection of the production department as regards 5S Compliance.

1. The working environment is clean although the offices and the environment were not well planned to facilitate maximum performance
2. The organization did not have a concrete 5S plan to create awareness on productivity and train the staff on the basic concept of 5S and its application. Hence, the need for in-house training on application of kaizen and 5s housekeeping.
3. The waiting room was not properly arranged for enhanced service delivery. The place is overcrowded and the staff lacked good customer relation habits.
4. The organization lacked specific operation charts and state of art floor design partition for departments. The buildings were not properly labeled to facilitate quick location by the visitors.
5. The results revealed an improved performance of seiri and seito
6. The staff required specialized training on border control

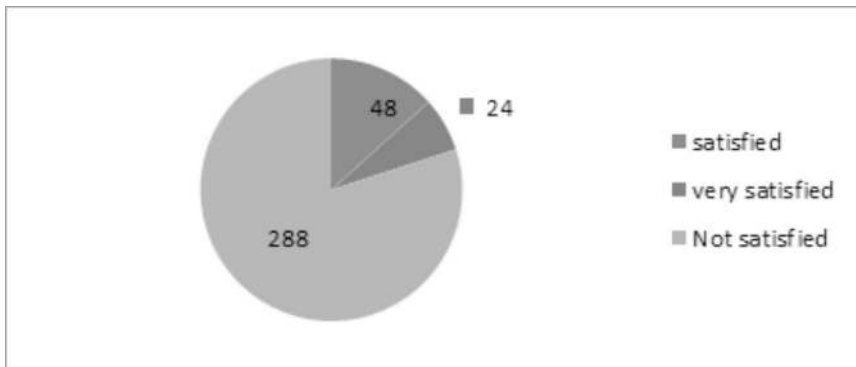
measures, intelligence training course and efficient service delivery

4.5 CUSTOMER SATISFACTION SURVEY

This survey plays an important role in keeping the organization for improved performance on track. The customer satisfaction survey contains questions (usually in ranking scale format) to help the client organisation measure the satisfaction of their customer base. The other reasons for conducting customer satisfaction survey include the following:

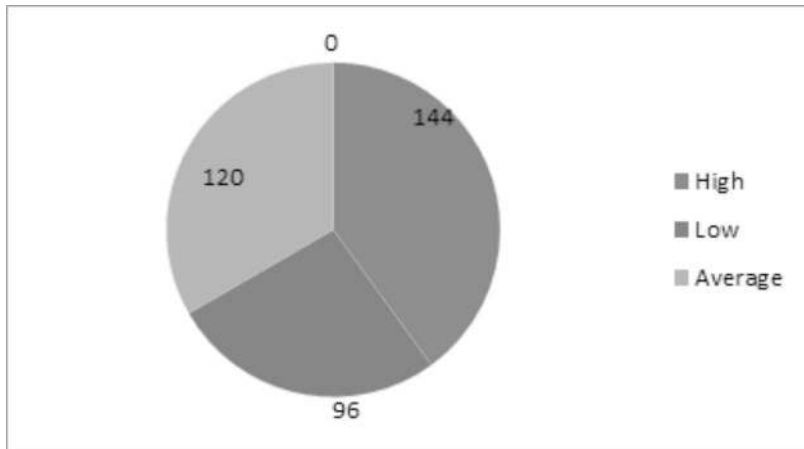
- It enables the organization to achieve marketing and financial strategic plan
- It helps to determine the areas where improvement is needed
- It will increase customer value and base
- It will assist to generate ideas from customers

The result of the customer satisfaction survey is as provided below:
Figure 33: How satisfied are you with the delivery of our service?



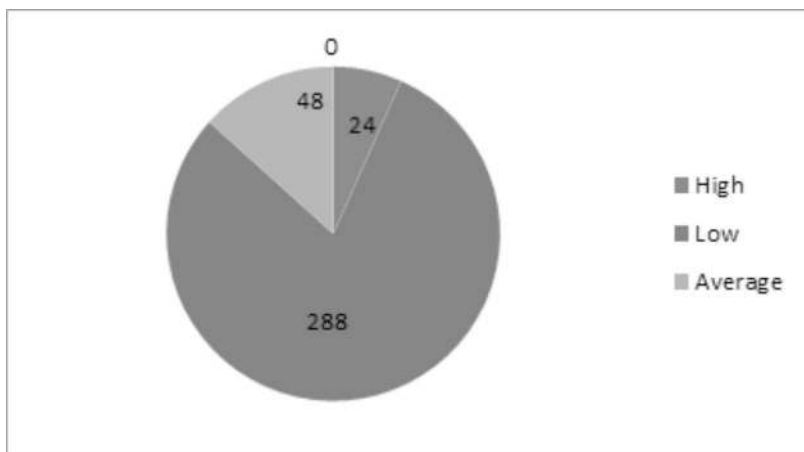
Finding/Interpretation - Majority of the correspondents were not satisfied with the service of the organization. This is evident from the chart as 6.67% and 13.33% went for satisfied and very satisfied. A larger percentage of 80% went for not satisfied. This is a pointer to a diminishing performance, which the agency needs to improve through timely and efficient response to the needs of the customer.

Figure 34: How satisfied are you with the quality of our products?



Finding/Interpretation - The quality of the NIS products were considered as very high as shown by the response of the customers. 40% and 33.33% agreed that the quality was high and average respectively while 26.67% rated the quality of service as low.

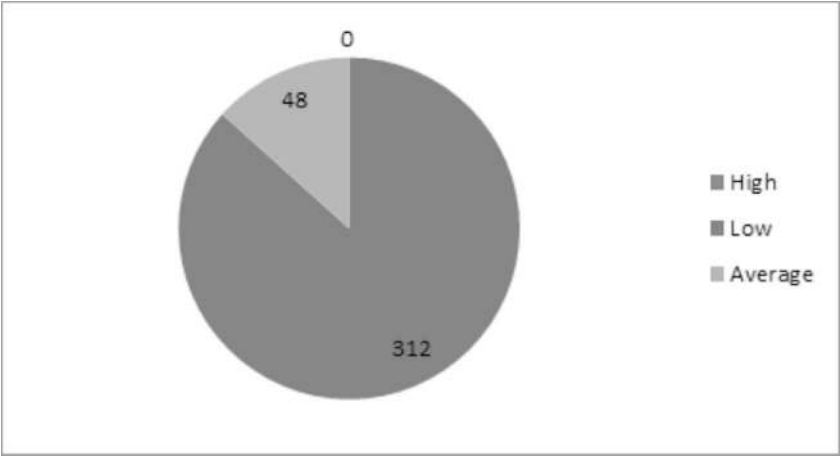
Figure 35: Rate our overall satisfaction with the customer service?



Finding/Interpretation – Customer satisfaction was rated low as

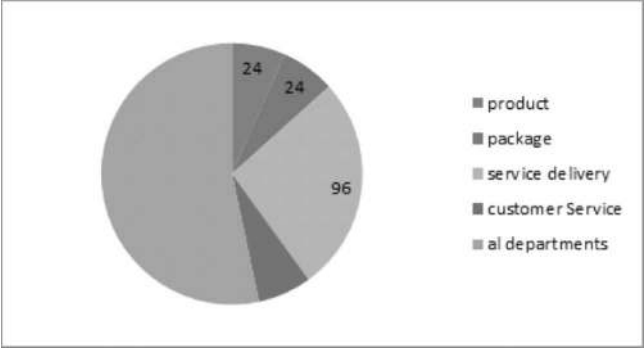
the majority of respondents went for poor service (80%) and average (13.33%) customer service satisfaction. This could lead to loss of customers and lack of trust among the customers but due to the nature of the service the customer have no choice but to keep patronizing the agency. This was attributed to lack of direct and standard customer feedback support in the organization.

Figure 36: How do you rate efficiency of our service delivery?



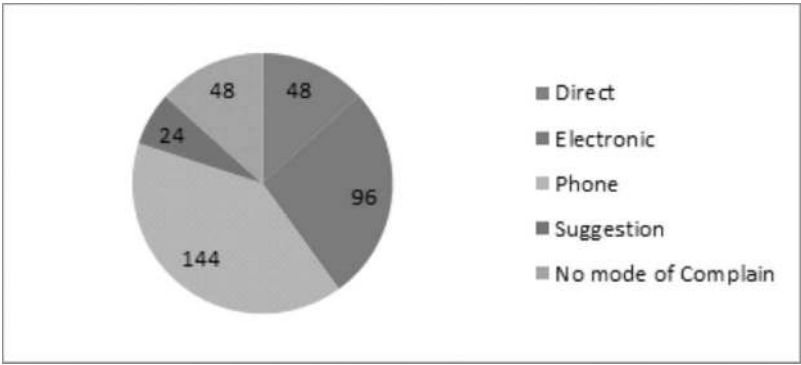
Finding/Illustration - Majority of the customers went for low and average performance in terms of efficiency. The data reveals that 86.67% went for Low while 13.33% went for Average indicating poor efficiency coupled with inability to deliver at the highest level. This could be attributed to the poor methodology and archaic data collection. The agency needs to engage computerized data collection and technology in their work process.

Figure 37 - What area of improvement can you proffer for your organization?



Findings/Interpretation – The result revealed that there is need for overall improvement in all departments. 53.33% of the respondents disclosed that all the departments require improvement, 26.67% indicated that the service delivery department require improvement, while the remaining 26.67% said the other departments require improvement.

Figure 38 - What mode of complaint do you consider effective and efficient?



Findings/Interpretation – 40% of the respondents recommended complaints through the telephone, 26.67% suggested electronic mode, 13.33% went for direct complain while 6.67% recommended the suggestion mode.

CHAPTER 5

5.0 FINDINGS/RECOMMENDATIONS

5.1 Findings

The findings of the P&QIP team in the course of the study of the NIS Oyo State Command include the following:

1. There is an effective communication between the departments as well as between the management and staff. This is an indication that there is a conducive environment for enhanced organizational performance.
2. The Productivity Awareness Survey revealed that most of the staff were happy to work with the Nigerian Immigration Service and they are willing to continue working with the organization.
3. The study also revealed that the organization has a standard operation procedure (SOP).
4. The working environment was clean, although the offices and environment were not well planned to facilitate maximum performance.
5. Majority of the officers were conversant with the vision and mission of the agency. This revealed that a large segment of the staff were properly educated and inducted into the organization.
6. The study revealed that the officers were not trained regularly.
7. The command lacked specific operation charts and state of the art floor design partition for the departments.
8. Majority of customers were not satisfied with the services provided by the command, hence customer satisfaction was rated as low.
9. A large segment of the customers also rated the performance of the command as low.

5.2 Recommendations

Based on the findings of the P&QIP team, the underlisted recommendations are suggested for improved performance and efficient service delivery:

1. It is recommended that the Command should train all the officers on regular basis, especially on specialized trainings on border control measures, intelligence gathering, etc.
2. The Command should adopt 5S Good Housekeeping practice.
3. There is need to improve the quality of the service provided by the Command as well as improved customer service relations.
4. A reward mechanism should be put in place to recognize and reward hard work, commitment and dedication to duty.
5. There should also be a well defined operational charts and state of the art floor design partition.
6. It is also recommended that Productivity Council (PC) and Quality Productivity Committees (QPC) should be installed at the Command to enable the officers identify and proffer solutions on productivity related problems in the system.

CHAPTER 6

6.0 CONCLUSION

In conclusion, if all the recommendations proffered above are effectively implemented, the Command will stand out as one of the best out of the 36 NIS Commands in the nation.

APPRECIATION

Finally, the P&QIP team wishes to thank the management and staff of ENENU INTEGRATED CONCEPT LIMITED, the consultants to the project for their support and cooperation.



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