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	Issue No.: 06	Revision No.: 00
Document Title: STANDARD OPERATING PROCEDURE FOR TRANSPORT SERVICES MANAGEMENT		

CHUKA UNIVERSITY

Standard Operating Procedure


For

Transport Services Management CU/SOP/TRAD/31

Document Review Sheet


The signatures below certify that this Standard Operating Procedure has been reviewed and accepted, and demonstrate that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

Action	Name & Signature	Position	Date
Prepared by	Peter M. Dereba	HOD, TRANSPORT OFFICE	20.8.2019
Reviewed by	Prof. D. K. Isutsa	DEPUTY VICE-CHANCELLOR (ARSA)/MR	20.8.2019
Approved by	Prof. E. N. Njoka	VICE-CHANCELLOR	20.8.2019

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1.0 AMENDMENT RECORD

This Standard Operating Procedure is reviewed regularly to ensure relevance to the systems and process that it defines. A record of contextual additions or omissions is given below.

Amendment Record Sheet

Amendment Date	Issue No.	Revision No.	Page No.	Subject of Review /Modification	Revised By	Approved By
20/8/2019	06	00	6 to 11	Added “resources” in all processes by revising inputs heading to read “inputs/resources” and expanding the section as necessary	HOD	ISO M.R./VC
20/8/2019	06	00	11	Revised KPIs in quality objectives to be “measurable”	HOD	ISO M.R./VC
20/8/2019	06	00	11	Revised quality objectives to distinguish from routine duties and responsibility, & infused actions that will ensure customer satisfaction	HOD	ISO M.R./VC
20/8/2019	06	00	14	Revised risks to capture factually binding and persistent ones	HOD	ISO M.R./VC
20/8/2019	06	00	16	Generated stand-alone Opportunities for the Department and de-linked them from Risks	HOD	ISO M.R./VC

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2.0 GENERAL

2.1 Purpose

The purpose of this procedure is to ensure that all Transport activities are managed effectively to ensure compliance with the International Standard and the Chuka University's and the Government's statutory policies, procedures and regulations.

2.2 Scope

These procedures shall apply to and define all the activities carried out within the department.

2.3 References

- CU Charter, 2013
- CU Statutes, 2014
- CU Strategic Plan, 2017-2022
- CU Code of Conduct and Ethics Policy, 2014
- ISO 9001:2015 Standard, Clauses 4 to 10
- CU ISO Quality Management System Manual, 2017
- Collective Bargaining Agreements (UASU, KUSU, KUDHEIHA Workers)

2.4 Definition and Abbreviations

Abbreviations

AA = Administrative Assistant

CU = Chuka University

DOS = Dean of Students

DVC (AFPD) = Deputy Vice-Chancellor (Administration, Finance, Planning & Development)

VC = Vice-Chancellor

Definitions

The definition of terms given in ISO 9000:2005 shall apply. In addition, the following definitions shall apply:

GSS: Students admitted by KUCCPS and benefit from government fees subsidy.


SSP Students: Any applicant admitted to CU other than candidates admitted through KUCCPS, or Any applicant who applies directly to CU and is privately sponsored.

Transport: Refers to vehicles and processes deployed in movement of persons from place to another to meet their requirements.

Work ticket: refers to a log of transports activities including mileage, time, fuel consumption, driver, trip authorizing officer, and is used to monitor consistency of transport work performance

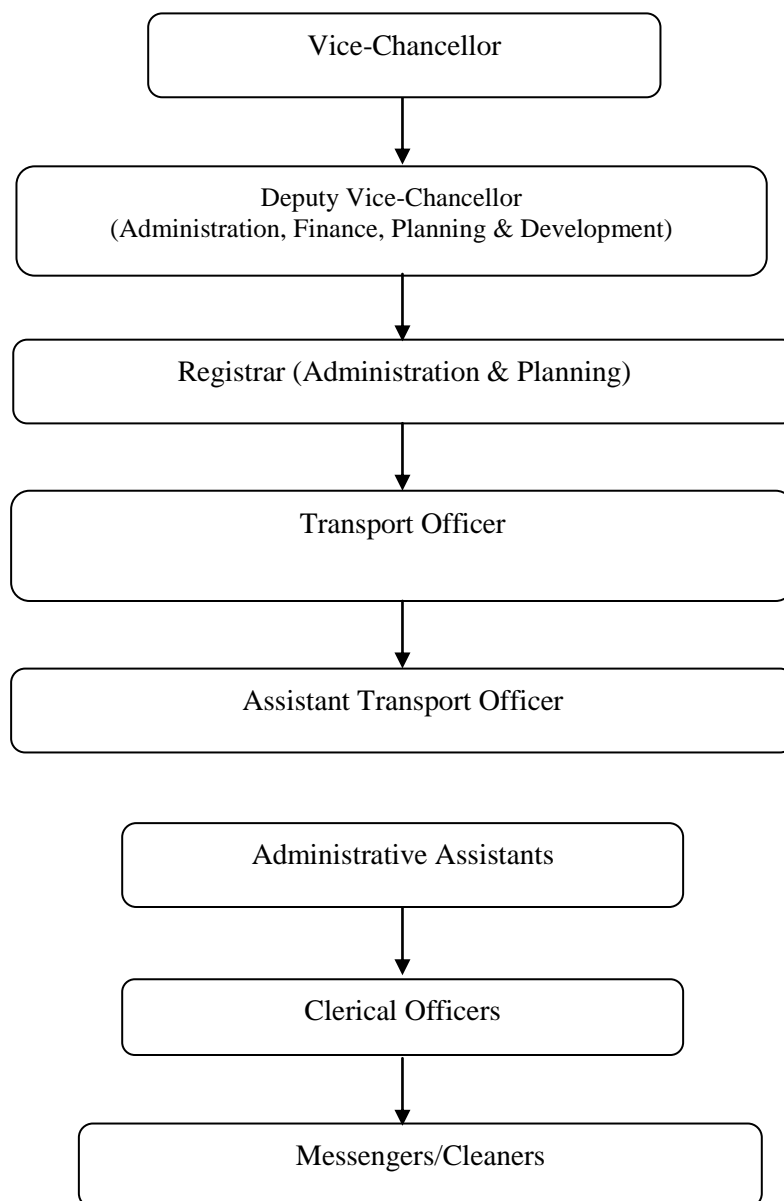
2.5 Responsibility


The Transport Officer has the primary responsibility of ensuring that this procedure is implemented and remains adequate for its intended purpose. The Transport Officer also has the principal responsibility for providing the information from which the documentation can be compiled and for initiating action to keep them up to date.

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3.0 ADMINISTRATIVE STRUCTURE

The Transport Department is one of the Departments in the University. The current administrative structure for the Department is as follows:



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4.0 PROCESSES

4.1 Overview

Transport Department is responsible for coordinating fleet vehicle services in the University. The core activities of the Department include:

- (i) Coordination of Official Trips
- (ii) Allocation of Official Vehicles
- (iii) Guiding Fuelling of Official Vehicles
- (iv) Coordination of Servicing and Repair of Official Vehicles
- (v) Handling of Accidents
- (vi) Work Ticket Analysis

4.2. Process for Coordination of Official Trips

4.2.1. Source

ISO Departments; Employees; Students; Top Management

4.2.2. Inputs/Resources

Approved Trip
Vehicles
Fuels
Driver(s)
Approved budget

4.2.3. Expected outputs


Journey completed

4.2.4. Receivers

ISO Departments; Employees; Students; Top Management

4.2.5. Procedure details

No.	Description	Output	Responsibility
1.	The requisition officer request for vehicles through writing	Approved journey	VC/DVCs
2.	Copy of approval brought to Transport Department for vehicle allocation	Assigned vehicle	HOD Transport
3.	Fuelling and signing of work tickets The types of trips administered by the Transport Department are: (i) Academic Trips: These are trips organized and funded by the University within the respective Departments. Fuel and per diem of the driver is catered for by the University. (Refer to CU/SOP/DEPT/16-21, CU/SOP/EXTT/12)	Authorized journey	VC/DVCs/HOD Transport

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<p>(ii) Non-academic Trips: These are organized by groups, clubs or staff of Chuka University. Driver's per diem, fuel, wear and tear are catered for by the responsible patron. Non-academic trips are charged for wear and tear at a given rate per kilometer covered.</p>		
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4.3. Process for Allocating of Official Vehicles

4.3.1. Source

ISO Departments; Employees; Students; Top Management; CU/SOP/EXTT/12

4.3.2. Inputs/Resources

Approval letters
Fuel/Vehicles
Personnel

4.3.2 Expected outputs


Completed journeys

4.3.3. Receivers

ISO Departments; Employees; Students; Top Management

4.3.5 Procedure details

No.	Description	Output	Responsibility
1.	Planning for a trip is done by Transport Department	Approved journey	HOD/User
2.	Approximation of mileage to be covered on a return trip is calculated.	Mileage to be travelled	HOD Transport
3.	The mileage shall be used to calculate the total amount of fuel in litres to be consumed	Fuel to be required	HOD Transport
4.	The litres are multiplied at the market rate of the fuel to be consumed.	Fuel budget needed	HOD Transport
5.	A copy of the trip's approval letter is brought to the office for filling.	Approved tip letter	Clerk
6.	The letter is used to book for the vehicle in the vehicle booking register.	Vehicle allocation schedule	Clerk
7.	After booking/scheduling, the driver is allocated and alerted of the trip.	Assigned driver	HOD Transport
8.	The the trip's approval letter is used to facilitate signing of the work ticket by authorized officers	Authorization of the trip	VC/DVCs HOD Transport
9.	The trip is performed by the driver and accompanying staff/students	Trip execution	Driver and Escort Staff
10.	Back to campus report/documentation is done through the work ticket analysis	Back to station report	Driver and Escort Staff

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4.4. Process for Guiding Fuelling of Official Vehicles

4.4.1 Source

Fuel rates on the market

4.4.2 Inputs/Resources

Fuel money

Vehicles

Driver and escort staff

4.4.3 Expected outputs

Fueled vehicle(s) receipts

Work tickets journey mileage

Customer(s) satisfaction

4.4.4 Receiver

ISO Departments; Employees; Students; Top Management


4.4.5 Procedure details

No.	Description	Output	Responsibility
1	All Departmental and official trips cater for their own fuelling by obtaining fuelling funds prior to embarking on the journey	Fuel funds	Respective HOD
2	Fuelling is done at Petrol Stations which have been identified by the University.	Fueled vehicle	Driver and User
3	An ETR generated and serialized receipt is issued to the driver to clearly show the unit cost per litre, total amount of fuel in litres and the total cost of fuel.	ETR fueling receipt(s)	Driver and User
4	Details of the receipts are entered in the work ticket	Updated work ticket	Driver
5	Back of the receipt is signed and indication of the Odometer reading before the start of the journey from the fuelling point is captured	Endorsed fuel receipt	Driver
6	The receipt is surrendered accompanied with a copy of the work ticket at the end of the journey.	Endorsed fuel receipt + work ticket copy	Driver and user
7	Fuel float is however provided for three (3) general official vehicles to facilitate smooth running within and near the University.	Fuel float for local running vehicles	HOD Transport

4.5. Process for Servicing and Repair of Official Vehicles

4.5.1 Source

ISO Departments; Employees; Students; Top Management

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4.5.2 Inputs/Resources

Vehicles spare parts
Personnel
Vehicle(s)
Resources (funds, workshop, protective gears, working tools)

4.5.3 Expected outputs

Serviced vehicle(s)
Efficiency
Customer satisfaction
Safety of user(s)

4.5.4 Receiver

ISO Departments; Employees; Students; Top Management

4.5.5 Procedure details

No.	Description	Output	Responsibility
1	Listing of vehicle(s) parts specifications for the general purchase	Repair parts specifications	University Mechanic
2	Quotations documents for specified vehicle parts are sent to various suppliers to quote prices.	Drawn quotation forms	Procurement Officer
3	Purchasing of vehicles parts is done through Procurement procedures (CU/SOP/PROD/25).	Procured repair parts	Procurement Officer
4	Purchased vehicle parts are received in the University store.	Initiation of GRN processing	Stores' Officer
5	After delivery, inspection of the purchased vehicle parts is done.	Inspection and acceptance notes	Inspection committee
6	After inspection and acceptance of vehicle parts, they are ready for release to carry out the repair	Issued repair parts	Inspection committee
7	The replaced vehicle parts are surrendered to the University store after filling a "Delivery of Goods to Store Form".	Surrendered old parts	University Mechanic and Stores' officer
8	The serviced or repaired vehicle(s) is recorded in the service job card and filled.	Vehicle in good working order	University Mechanic


4.6. Process for Handling Official Motor Vehicle Accidents

4.6.1 Source

ISO Departments; Employees; Students; Top Management

4.6.2 Inputs/Resources

Vehicle
Traffic Act

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Casualties/Damages
Insurance firms
Personnel
Hospitals

4.6.3 Expected outputs

Prosecution
Compensation
Injuries and or loss of life
Interruption of services

4.6.4 Receiver

ISO Departments; Employees; Students; Top Management

4.6.5 Procedure details

No.	Description	Output	Responsibility
1	Transport Officer is informed in case there is an accident.	Accident report	Driver
2	The accident information is passed to the Vice-Chancellor or Deputy Vice-Chancellor (AFPD) for the next course of action.	Direction of action	HOD Transport
3	The accident is reported to the nearest Traffic Police or Station.	Police accident report	HOD Transport
4	If there is any traffic charges preferred, the court proceedings take effect.	Case in court or Charges due	HOD Transport

4.7. Process for Work Tickets Analysis

4.7.1 Source

Official Vehicle Drivers

4.7.2 Inputs/Resources

Work tickets
Personnel

4.7.3 Expected outputs


Analysed work ticket report

4.7.4 Receivers

ISO Departments; Employees; Students; Top Management

4.7.5 Procedure details

No.	Description	Output	Responsibility
1	The driver notes that the month has ended and is	Noting of month	HOD Transport

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	issued a new serialized work ticket for each vehicle.	end	
2	A work ticket which has expired is brought back to the office for analysis.	Surrender of month's work ticket	Driver and HOD Transport
3	The mileage covered by vehicle(s) within the month together with fuel is calculated and analyzed	Work ticket data analysis report	HOD Transport
4	Filling of the analyzed work ticket is done.	Filed work ticket	Clerk

5.0. RECORDS/RETAINED DOCUMENTED INFORMATION

- (i) A file for each vehicle where all documents related to that particular vehicle is filed.
- (ii) Copies of approval letters are filed in the "Approval letters file"
- (iii) Matters pertaining to security are filed in the "Security File"
- (iv) Matters relating to sick offs and leave are filed in the "Sick Off/Leave File"
- (v) Internal communication letters/Memos are filed in the "Correspondence File"
- (vi) Copies of buses request for Non-Academic trips together with copies of payment receipt for wear and tear are filed in the "Transport File".
- (vii) Copies of sourced quotes or purchases in the "Quotation File"
- (viii) A delivery book used to record documents sent from the Department.

6.0. KEY PERFORMANCE INDICATORS/QUALITY OBJECTIVES

6.1 Key Performance Indicators

- (i) Number of academic trips attended
- (ii) Percentage vehicles serviced as scheduled
- (iii) Number of co-curricular activities facilitated by University buses
- (iv) Percentage vehicles repaired on schedule
- (v) Firefighting engine deployment activation time to incidence locations

6.2 Quality Objectives

Linked Strategic Objective(s): SO 12: Improvement of Physical Facilities through Maintenance and Repair SO 22: Strengthening of University Governance for Effective Decision Making SO 26: Improvement of Productivity, Efficiency and Effectiveness			
1. Quality Objective: To reduce firefighting engine deployment activation time to incidence locations from 10 minutes to 5 minutes			
Strategy (Actions/Activities required to achieve the objective) Sensitize and guide stakeholders on how to use the fire engine Service the fire-fighting engine as per the manufacturer's schedules and as need arises			
Responsibility	Resources Required	Timeline	Measure of Success (KPIs)
-DVC AFP&D -HOD Transport	User schedules Stationery Workshop budget	Annually	Number of job service job cards Number of trained staff Deployment activation time
Review dates:	Monthly		
Linked Strategic Objective(s): SO 24: Development and Projection of a Positive Image of the University			



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SO 25: Maintenance and Improvement of Quality Assurance
 SO 26: Improvement of Productivity, Efficiency and Effectiveness
 SO 27: Compliance with Statutory Requirements

2. Quality Objective: To reduce cases of unprofessional and cost ineffective management of the Chuka University transport services from 15 to nil

Strategy (Actions/Activities required to achieve the objective)
 -Identify the need to pool vehicles for trips towards same direction
 -Seek authority to combine / pool trips

Responsibility	Resources Required	Timeline	Measure of Success (KPIs)
-Top Management -HOD Transport	-Staff -Drivers -Fleet	Continuously	-Number of unprofessional and cost ineffective -Savings accrued from pooling vehicles

Review dates: Quarterly

Linked Strategic Objective(s):
 SO 12: Improvement of Physical Facilities through Maintenance and Repair
 SO 29: Promotion of Staff Development Programmes
 SO 30: Development of Motivated Staff
 SO 32: Development of Student Support Programmes

3. Quality Objective: To increase motor vehicles provided and maintained in good working condition from 30% to 100%

Strategy (Actions/Activities required to achieve the objective)
 -Service fleet vehicles
 -Maintain the safety standards
 -Offer refresher training to drivers


Responsibility	Resources Required	Timeline	Measure of Success (KPIs)
-HOD Transport -Senior Mechanic	-Staff drivers -Spare parts -Government regulations -Allocated budget	Continuously	Percentage of vehicles serviced as scheduled

Review dates: Monthly

Linked Strategic Objective(s):
 SO 22: Strengthening of University Governance for Effective Decision Making
 SO 23: Assignment of Duties and Delegation of Authority
 SO 24: Development and Projection of a Positive Image of the University
 SO 25: Maintenance and Improvement of Quality Assurance
 SO 26: Improvement of Productivity, Efficiency and Effectiveness
 SO 27: Compliance with Statutory Requirements

4. Quality Objective: Increase application of policies and programmes to manage travel demand from various users from 95% to 100%

Strategy (Actions/Activities required to achieve the objective)
 -Request for letters approving the journeys
 -Transport plans from various Departments and users for trips

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Responsibility	Resources Required	Timeline	Measure of Success (KPIs)
-HODs/CODs of User Departments -HOD Transport	-Approved Budget -Fleet of vehicles -Copy of approval letters -Staff	Continuous	-Number of approved trips -No. of trip bookings made. -Percentage of completed journeys as per policies
Review dates:	Quarterly		

Linked Strategic Objective(s):

SO 22: Strengthening of University Governance for Effective Decision Making
SO 23: Assignment of Duties and Delegation of Authority
SO 24: Development and Projection of a Positive Image of the University
SO 26: Improvement of Productivity, Efficiency and Effectiveness
SO 27: Compliance with Statutory Requirements
SO 31: Enhancement of Gender and Affirmative Action Compliance

5. Quality Objective: To implement open, inclusive and participatory transport planning process as opposed to top-down process

Strategy (Actions/Activities required to achieve the objective)

-Take part in transport planning process
-Take part in allocation of vehicles from the fleet

Responsibility	Resources Required	Timeline	Measure of Success (KPIs)
-HODs of User Departments -HOD Transport	-Approved Budget -Fleet of vehicles -Approval letters	Continuously	-Percentage of requests and bookings effected through joint meetings
Review dates:	Quarterly		

Risk Identification Key

Likelihood	Consequence	Raw Risk (Likelihood x consequence)
1: Low, very unlikely less than 10% chance of occurring	1: insignificant, consequences are very low, can lead to nil/minor disruptions (1 day), leads to no financial losses	1 - 3: Low, managed within existing controls, monitor annually
2: Medium, possible 20% - 60% chance of occurring	2: Moderate, consequences are moderate, disruption can be up to a week, financial loss can be up to \$10,000	4 - 6: Medium, evaluate efficiency of existing controls or implement mitigation plan, monitor quarterly or 6 monthly
3: High, likely to almost certain 70% - 100% chance of occurring	3: Serious, consequences are adverse, can lead to legal prosecutions, media coverage, investigation by statutory body, complete loss of service delivery or financial loss of > \$ 100,000	7 - 9: High, implement mitigation plan immediately, escalate to senior management, monitor weekly or monthly



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RISK REGISTER

Note for monitoring, the responses are: What = risk described. Why = prevent/correct consequence. How = mitigations/controls. Who = risk owner.

Risk name/ description	Risk Consequences	Likeliho od (L)	Consequ ence (C)	Potent Risk = (LxC)	Mitigations/controls (Opportunities source)	Risk Owner	Monitoring	Actual Risk AS @ 20 TH AUGUST 2019				
								LA	CA	RI= LA*CA	RR% = RI/PR	EC%
Inadequate transport vehicles	-Failed academic trips -Student unrest -Inefficiency	1	3	3	Purchase adequate vehicles Employment of more drivers Constant servicing of vehicles. Efficient procurement processes.	-Top Management -Procurement Officer	(i) No. of trips facilitated. Who: HOD Transport When: per semester How: through reports (ii) Regular servicing Who: HOD Transport What: Vehicles When: Continuous How: Service job cards (iii) Take part in monitoring procurement process. Who: HOD Transport. What: Vehicles When: Continuous How: Approved Request	1	0	0	0%	100%
Delay in motor vehicle parking yard construction	-Lack of parking -Inefficiency during vehicle servicing. -Loss of property(Spare parts, workshop tools,)	1	2	2	Secured workshop Designate parking lot Designated spare parts store. Modern service bay	-Top Management -University Architect.	(i) Follow up on designing of workshop area Who: HOD Transport What: Workshop When: Bi-annual How: Approval Requests (ii) Follow up Procurement Who: HOD Transport What: Service bay When: Bi-annual How: Approval requests	1	0	0	0%	100%
Inadequate fleet motor vehicle drivers	-No trips -Inefficiency -Overworking of drivers	2	3	6	Employment of staff	-Top Management -Human Resource	(i)Rotationalize driver duties -Who: HOD Transport What: Drivers. How: Preparing of duty roster. When: Weekly (ii) Follow up request for additional staff. Who: HOD Transport.	1	0	0	0%	100%



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							What: Staff When: Quarterly How: Approval requests						
Vehicle breakdowns	-Delayed trips -Student's unrest -Expensive recovery and towing charges	1	3	3	-Constant checks and inspection of vehicles -Prompt servicing of vehicles -Always have a rescue vehicle on standby	HOD Transport	(i) Servicing of vehicles Who: HOD Transport What: Vehicles When: Prompt and when due How: Follow up on service/ Job cards	1	2	2	33%	67%	
Accidents	-Loss of life/property -Injuries -Costly repairs and insurance premiums -Undone journeys -Costly litigation	3	3	9	-Driver refresher training -Up to standards safety measures -Enough rest for drivers -Servicing and repair of vehicles.	-Top Management -HOD Transport	(i) Refresher Training Who: HOD Transport What: Drivers When: Every 2 years How: In house or outside the university	2	2	4	44%	56%	
Alcohol and illicit drugs use by vehicle handlers	-Absconding duty -Careless driving -Accidents -Misconduct	3	2	6	-Counselling -Discipline -Non assignments of duties	-Human Resource -HOD Transport	Who: HOD Transport What: Drivers When: Continuously How: Meeting and sessions	3	1	3	50%	50%	
Corruption and corrupt practices	-Loss of funds -Lower standards of safety and products -Bad reputation/ image	2	2	4	-Zero tolerance corruption policy -Inspection committees -Adherence to legal requirements	-Top Management -HOD Transport	Who: HOD Transport What: Staff When: Randomly How: Impromptu checks and inspections	2	1	2	50%	50%	

Key: LA= Likelihood achieved. CA= Consequence achieved. RI= Risk incidences encountered. RR% = Residual Risk EC (%) = Effectiveness of Control
 Potent Risk (PR): Refers to potential raw risk that is anticipated. EC% = 100% - RR%



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Opportunities Table

SN	Opportunities	Action Plan	Timeline	Effectiveness
1	Potential funding/grant agencies	Exploit good amount of money to acquire more fleet for the University	Bi annual	75%
2	Accessibility and good transport and communication network	-Minimal wear and tear of vehicles hence minimal costs to repair -Shorter time in accessing areas various destination, hence reduction in time of service delivery.	Every semester	90%
3	Room for establishment of campuses in other regions	Increase in fleet and offer of transport services	Every two years	70%
4	Availability of scholarships and fellowships	Increased knowledge and learned staff in the department in line with objectives	Yearly	100%
5	Goodwill from industries	Supply and up to date advice on service and parts of fleet.	Continuous	100%
6	Linkages with other partners	Share and assist on best practices on operation and achievement of department objectives.	Continuous	100%



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APPENDIX: PROCESS MAPS

i. Coordination of Trips

RESPONSIBILITY	ACTION
VICE-CHANCELLOR DEPUTY VICE-CHANCELLOR (AFPD)	<p>Start</p> <p>Trip approval letter (Academic or Non-Academic)</p>
TRANSPORT OFFICER	Booking of the trip in the booking register
VICE-CHANCELLOR, DEPUTY VICE-CHANCELLORS, TRANSPORT OFFICER	Signing work ticket for the trip
DRIVER	<p>The trip mileage is closed on the work ticket</p> <p>End</p>

ii. Allocating of vehicles

RESPONSIBILITY	ACTION
USER	<p>Start</p> <p>Request for vehicle through Transport Department</p>
TRANSPORT OFFICER	Calculates fuel, wear and tear
USER	Copy of the approval letter brought to office for filling
TRANSPORT OFFICER	Allocating of the Driver for the trip
VICE-CHANCELLOR, DVC (AFPD) TRANSPORT OFFICER	Signing of the work ticket
DRIVER	<p>Closing the work ticket after the trip</p> <p>End</p>

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iii. Fuelling

RESPONSIBILITY	ACTION
USER	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Filling of the imprest for fuel before journey starts</p>
USER/DRIVER	Fuelling of the vehicle done
USER/DRIVER AND PETROL ATTENDANT	Hand written receipt issued for the fuel consumed showing amount of fuel and unit cost per litre.
DRIVER	Enters the details on the receipt into the work ticket and signs at the back of the receipt with odometer reading during the time of fuelling.
USER/ DRIVER	Receipt handed over for accountability as well as a copy of the work ticket used for surrendering the imprest.
DRIVER	<p>Closes the work ticket after the end of the trip.</p> <p style="text-align: center;">End</p>

Servicing and Repairs

RESPONSIBILITY	ACTION
DRIVER	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Servicing done at 5000 km Sourcing of quotes from Toyota or Associated Motors</p>
VICE-CHANCELLOR DVC (AFPD)	Approval for the service
VICE-CHANCELLOR, DEPUTY VICE-CHANCELLOR OR TRANSPORT OFFICER	Work ticket signed for the vehicle to leave for service.
DRIVER	Takes the vehicle for service when money is out
TRANSPORT OFFICER	Replaced parts brought back and taken to store with a “Delivery of Goods to Store Form” signed.
TRANSPORT OFFICER	<p>Copies of the service documents filled in the respective vehicle files.</p> <p style="text-align: center;">End</p>