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Document Title: STANDARD OPERATING PROCEDURE FOR ACCOMMODATION SERVICES MANAGEMENT		

CHUKA UNIVERSITY

Standard Operating Procedure


For

Accommodation Services Management CU/SOP/ACCD/32

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 & Revised by	Dennis Makori	HALLS OFFICER	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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2.0 GENERAL

The signatures above certify that this procedure has been reviewed and accepted, and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

2.1 Purpose

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

2.2 Scope

This procedure applies to and defines all the activities carried out by the department.

2.3 References

- CU Charter, 2013
- CU Statutes, 2014
- CU Strategic Plan, 2017-2022
- ISO 9001:2015 Standard, Clauses 4 to 10
- CU ISO Quality Management System Manual, 2017
- CU Students' Information Handbook (Current)
- CU Code of Conduct and Ethics Policy, 2013
- Room agreement forms/ rules and regulations.

2.4 Abbreviations

COD: Chairperson of Department

DVC (ARSA): Deputy Vice-Chancellor (Academic, Research & Student Affairs)

GSS: Government-Sponsored Students

HOD: Head of Department

ISO: International Organisation for Standardisation

KUCCPS: Kenya Universities & Colleges Central Placement Services

SSP: Self-Sponsored Programmes

SOPs: Standard Operating Procedures

I/C: In-Charge

VC: Vice-Chancellor


2.5 Definitions

SSP Students: Students who do not benefit fully from government fees subsidy.

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

KUCCPS: Agency established to place Government-Sponsored Students in institutions of higher learning on behalf of the Government

Accommodation: Refers to hostels comprising bedding, bathroom and kitchenette for boarding

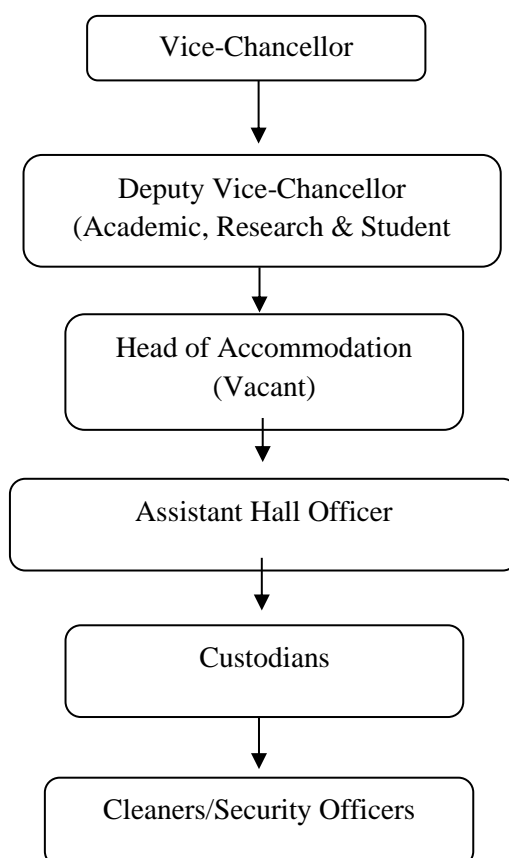
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2.6 Responsibility

The Head of Halls has the primary responsibility of ensuring that this procedure is implemented and remains adequate for its intended purpose, and for providing the information from which the documentation for their processes and activities can be compiled and initiating action to keep them up to date. All departmental staff members are responsible for implementing and ensuring that this procedure is followed fully and implemented.

3.0 ADMINISTRATIVE STRUCTURE


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



4.0 PROCESSES

4.1 Overview

Accommodation Department is responsible for maintaining students' housing services in the University. The services include room allocation, kitchenette and washroom cleanliness and maintenance, as well as room discipline and visitors' entry and exit control.

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The core activities of the Department include:

- (i) Process for Allocation of hostel rooms to students.
- (ii) Process for clearance of students out of hostels.
- (iii) Process of inspecting an occupied room.
- (iv) Process for requisition and issuance of materials.
- (v) Process for room complaints handling.

4.2 Process for Allocation of Hostel Rooms to Student

Source

Students; CU/SOP/RACA/05; CU/SOP/FACU/6-10; CU/SOP/FIND/24

Inputs/Resources

Availability of rooms
Duly paid and registered students
Room allocation policy
Room allocation website portal

Expected output


Allocated vacant rooms
List of room occupants

Receivers

Students; CU/SOP/RACA/05; CU/SOP/FIND/24

Process Details

No.	Description	Output	Responsibility
1.	Declaration of the rooms to be released on the student portal for booking	Room booking forms	HOD
2.	Student payment of full tuition fees in advance for current semester.	Duly paid up and registered students	Student
3.	Access to the student portal is opened and students use registration number as username and ID number as password to log-in.	Log in students' list	Student
4.	Student confirms room availability online by logging in the student portal.	Viewed and selected vacant rooms	Student
5.	Payment of accommodation fees.	Book room	Student
6.	Click on book the hostel and select the preferred room and bed number	Printed room agreement	Student
7.	Present room agreement form upon opening /reporting date to respective halls officers.	Issuance of room items	Custodians
8.	Receive print out from the successful students who must fully fill it and sign.	Retain copy for record keeping	Custodians

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4.3 Process of Inspecting an Occupied Room

Source

Self/Accommodation Department

Inputs/Resources

List of occupied rooms
Room inspection schedule
Room inspection staff and security officer

Expected out

Room inspection reports

Receiver

Top Management

Process Details

No.	Description	Output	Responsibility
1.	The custodian gets a security guard to accompany him during the inspection.	Room inspection logistics	Halls Officer/ Custodian
2.	The custodian knocks at the door before entering the room and identifies him/herself.	Accessed room	Halls Officer/Custodian
3.	The rules that needs to be enforcement is spelt out to the room occupant(s).	Rules dispensed	Halls Officer/Custodian
4.	The staff note room incidences on hourly basis in the occurrence log book	Record of incidences	Halls Officer/Custodian
5.	Submit a summary of incidences that will require further attention of the University Management to the HOD.	Summary report	Halls Officer/Custodian

4.4 Process for Requisition/Purchase and Issuance of Materials

Source

CU/SOP/PROD/25; CU/SOP/DVCF/02; CU/SOP/VCIM/01

Inputs/Resources


- Approval letter for purchase of goods and services
- Approval for internal requisition from Procurement Officer.
- Voting of the requisition by the Finance Department.

Expected Out put

Receipt of materials/items requested

Receivers

CU/SOP/PROD/25; CU/SOP/FIND/24

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Process Details

No.	Description	Output	Responsibility
1.	Draft proposed procurement plan for the Accommodation Department and submit to the Procurement Department annually	Proposed items	HOD /Halls Officer
2.	Raise request to DVC (AFP& D) through Procurement Officer for recommendation/ approval of purchase of the items needed following CU/SOP/PROD/25	Approved request	Halls Officer/ Custodian
3.	The goods and services arrive or are rendered and inspection of procured goods or services is arranged.	Acceptance/rejection report. Procured goods/services	HOD
4.	A requisition for accessing goods previously procured is done through internal requisition. The goods are then issued to the user.	Issued goods and services	Central Stores
5.	The issued consumable goods are recorded on consumables ledger.	Consumption record	Halls Officer/ Custodian
6.	The goods are then used in service rendering such as cleaning, repairing etc	Work done report	Halls Officer/ Custodian

4.5. Process for Clearance of Students from Hostels

Source

Self/Accommodation Department

Inputs/Resources

A copy of signed room occupation agreement.

Expected output

Signed and stamped room exit agreement.


Vacant rooms

Receivers

Students; CU/SOP/FIND/24; Top Management

Process details

No.	Description	Output	Responsibility
1.	Clearing is done at the end of every semester	Vacant room	HOD /Halls Officer /Custodians
2.	Students report to halls' Office; the custodians check the condition of the room and items.	Zero loss and damage report.	Halls Officer /Custodians/ Student.
3.	Any damage noted is recorded in the maintenance register.	repairs and maintenance	Halls Officer /Custodians

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4.	Student returns the issued items with the room agreement to be signed and stamped.	Cleared	Officer/student
5.	A list of students with loss or damage is prepared and forwarded to finance department.	surcharged	HOD/ Halls Officer /Custodians.

4.6 Process for Complaint Handling in Halls

Source

Complainants

Inputs/Resources

Suggestion box, Public Complaints Office, Complaint register

Expected output

Report

Customer feedback

Receiver


Students

Process details

No.	Description	Output	Responsibility
1.	A student raises a complaint to the office or through the suggestion box	Complaint statement	Student
2.	Halls staff is assigned to investigate the complaint	Confirmation report	Halls Officer/Custodian
3.	The complaint is handled accordingly if it is within the scope of the Department	Resolution report	Halls Officer, Custodian
4.	Refer the complaint if need be to the relevant higher authority	Resolve	HOD
5.	Do the follow-up of any referred complaints to make sure they are conclusively resolved	Follow up report	HOD

5.0 RECORDS/RETAINED DOCUMENTED INFORMATION

- (i) Room allocation agreement/register
- (ii) Maintenance and complaints register
- (iii) Occurrence book to record inspection report
- (iv) Risk register
- (v) Inventory assets
- (vi) Departmental meeting minutes
- (vii) Store requisition and use register

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6.0 KEY PERFORMANCE INDICATORS/QUALITY OBJECTIVES

6.1 Key Performance Indicators

- (i) Percentage of customer satisfaction index surveys
- (ii) Percentage of hygienic standards in the hostels
- (iii) Percentage of occupancy rate in the hostels
- (iv) Percentage of maintenance and repairs in the hostels
- (v) Number of staff trained to provide quality products and services

6.2 Quality Objectives

Linked Strategic Objective(s) SO 3: Enhancement of Academic Competitiveness of the University SO 27: Compliance with Statutory Requirements			
1. Quality Objective: To reduce the number of incidence reported to less 10 per semester			
Strategy (Actions/Activities required to achieve the objective) Offer sensitization training to student representatives Install CCTV camera in Halls of residence Strengthen student accommodation policy and services			
Responsibility	Resources Required	Timeline	Measure of Success (KPIs)
HOD	Funds Resource person	By June 2020	Number of incident reported Student leaders trained Policy strengthened
Review dates:	Quarterly		
Linked Strategic Objective(s) SO 4: Implementation of ISO 9001 Standard QMS in Teaching			
2. Quality Objective: To increase provision of accommodation services to 100% up from 95%			
Strategy (Actions/Activities required to achieve the objective) Offer QMS sensitization to the staff. Participate in internal auditing based on ISO 9001 QMS			
Responsibility	Resources Required	Timeline	Measure of Success (KPIs)
HOD	Resource person	Annually	Implement 100% Customer satisfaction survey findings. Number of trainings offered Internal audits attended
Review dates:	Quarterly		
Linked Strategic Objective(s) SO 8: Enhancement of Environmental Conservation			
3. Quality Objective: To enhance hostel environmental protection through proper cleaning, waste disposal, water and electricity management by 20% each semester			
Strategy (Actions/Activities required to achieve the objective) Sensitization, awareness creation and instill discipline in halls staff Train cleaners on importance of environmental conservation Provide dustbins for organic and non-organic waste generated for recycling and disposal Plant and trim trees, grass and flowers around hostels			
Responsibility	Resources Required	Timeline	Measure of Success (KPIs)
HOD, Halls HOD, Estates	Resource person	January 2020	Percentage reduction of wastes, water and electricity bills

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Top Management			Percentage hostel area planted with trees and flowers
Review dates:			
Linked Strategic Objective(s)			
SO 19: Utilization of ICT to Enhance Efficiency of University Operations			
SO 24: Development and Projection of a Positive Image of the University			
SO 27: Compliance with Statutory Requirements			
SO 31: Enhancement of Gender and Affirmative Action Compliance			
4. Quality Objective: To enhance use of student e-portal to process room allocation to 100% up from 95% every semester.			
Strategy (Actions/Activities required to achieve the objective)			
Training the staff on the use of Information Technology			
Configure the University website with student identification data			
Responsibility	Resources Required	Timeline	Measure of Success (KPIs)
HOD	Funds Resource person	June 2020	Number of students booked in the rooms using e-portal.
Review dates:	Quarterly		
Linked Strategic Objective(s)			
SO 27: Compliance with Constitution and Statutory Requirements			
5. Quality Objective: To enhance compliance with the constitution by submitting the required reports to the Management in each financial period to 100% up from 95%.			
Strategy (Actions/Activities required to achieve the objective)			
Signing statutory documents e.g. performance contract and performance appraisals			
Meeting the set deadlines			
Responsibility	Resources Required	Timeline	Measure of Success (KPIs)
HOD, Halls	Funds Resource person	June 2020	Number of reports submitted on time
Review dates:	Quarterly		

RISK Identification Table

Department: Accommodation. Ref.: CU/SOP/ACCD/32			
S	Risk	Source (How can the risk occur)	Impact (What is the impact if the risk occurs)
N			
Project /Process Name: Allocation of hostel rooms to students			
1	Bribery	During the booking process staff can be compromised by to book a room. Favoritism	Tainting image and reputation of the organization.
2	Falsification of identity to acquire rooms	Students may use ID of fellow students who have cleared the fees to access the rooms	Denying genuine student accommodation. Criminal activity since occupant is not recognized by the office.
3	Preferential treatment	Nepotism and tribalism	Denying genuine students chance to access accommodation
Project /Process Name: Process of inspecting an occupied room			
1	Fire	Cooking in the rooms Tapping of the electricity Faulty gas cylinders/Arson	Loss of life /Property damage Disruption of service provision Sustained injuries



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2	Theft	Mastered keys Breaking into the rooms	Loss of property Property damage
3	Pirates	Masquerading	Theft/Damage property
Project /Process Name: Process for Requisition and Issuance of Materials			
1	Pilferage of materials	Dishonesty of people involved	Loss of items
2	Low quality items	Bribery	Substandard goods and services
3	Corruption	Greed/Lack of integrity	Low quality products
Project /Process Name: Process for Clearance of Students out of Hostels			
1	Loss of items	Failure to clear out Theft of items	Shortage of items
2	Damage of property	Carelessness of students	Insufficiency of property
Project /Process Name: Complaints handling			
1	Biasness	Nepotism	Mistrust/Poor performance
2	Incompetence	Unqualified staff	Customer dissatisfaction. Constant conflicts

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	L	C)	Potent Risk = LxC	Mitigations/controls (Opportunities source)	Risk Owner	Monitoring	Actual Risk as @ 20/8/2019				
								LA	CA	RI= LA*CA	RR% =RI/PR	EC%
Fire	Destruction of property Loss of life	2	3	6	Train on fire safety Enforce rules Erect signage for fire exits	Security officer	What: Fires reported Who: Custodians/ security When: Daily How: Inspection reports	2	0	0	0%	100%
Theft	Loss Interruption of service provision.	2	3	6	Human access control by Security guards	HOD/Security officer	What: Theft cases recorded Who: HO/ Custodians When: Upon occurrence How: Surveillance Reports	2	2	4	67%	33%
Bribery	Tainted image and reputation Favoritism	2	2	4	Anti-fraud training Use anti-corruption reporting channels	Anti-corruption prevention committee	What: Number of cases Who: Anti-corruption team When: Quarterly How: Reports.	2	0	0	0%	100%
Terrorism	Loss of life	2	3	6	Tighten the security Evacuation training Signing of the visitors Surveillance by officer	Security Officer/HOD	What: incidences occurred Who: HO, security officer When : Regularly How: reports	2	0	0	0%	100%
Fraud	Loss of revenue	2	2	4	Regular room inspection Implementation of visitors book	Custodian	What: Incidences occurred Who: HO, security officer When: regularly How: reports	2	0	0	0%	100%
Falsification of ID to acquire rooms	Security threat	1	2	2	Inspection	Custodian	What: Incidences occurred Who: HO, security officer When: Regularly How: Reports	0	0	0	0%	100%
Drug abuse and substance	Harassing staff and students	2	3	6	Inspection and sensitization Refer to counselling.	Custodian	What: Incidence occurred Who: HO, security officer When: Regularly How: Reports	2	2	4	66%	33%
Preferential treatment of students	Loss of revenue Loss of reputation	2	2	4	Online room Booking	HOD	What: Incidences occurred Who: HO, security officer When: Regularly How: Reports	2	0	0	0%	100%

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



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Opportunities Table

SN	Opportunities	Action Plan	Timeline	Effectiveness status
1.	Increasing demand for higher Education	Provide conducive hostel environment that caters for all student's needs. Ensure they are drug free	Continuous	90%
2.	Environment requiring conservation	Creating awareness to student and staff to care for the environment.	Continuous	100%
3.	Proximity to growing urban center	Encourage private developers to build more social amenities .i.e. hostels for students	Annually	50%
4.	Community goodwill and support	Do sensitization on need to have peaceful co-existence by both student and private hostels owners.	Annually	100%
5.	Linkages with business partners	Partnering private hostels developers to have sustainable rent rates	Annually	100%



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APPENDIX: PROCESS MAPS

i. Room Allocation to Students

RESPONSIBILITY	ACTION
CLIENT/STUDENT	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Payment of prescribed fees and booking of the room.</p>
CUSTODIAN/STUDENT	Filling and signing a room agreement form with rules and regulations for the halls of residence.
CLIENT/STUDENT	Signing for items issued in hostels such as mattresses, beds, and furniture.
CUSTODIAN	<p>Issuance of keys and curtains to the student who sign into the room.</p> <p style="text-align: center;">End</p>

ii. Process of Inspecting an Occupied Room

RESPONSIBILITY	ACTION
CUSTODIAN	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p>
CUSTODIAN	The Officer knocks at the door and identifies him/herself.
CUSTODIAN	Rules enforcement.
CUSTODIAN	Record any incident(s) noted on hourly basis in the occurrence log book
CUSTODIAN	Submit a summary of incidents that may require further attention of the university management to the HOD.
	End

iii. Process for Requisition and Issuance of Materials

RESPONSIBILITY	ACTION
HOD	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Draft Procurement plan for the department</p>
HOD	Raise request to procure materials
HOD	Inspection of procured goods or services.
CUSTODIAN	Internal requisition.
CUSTODIAN	Storage of the goods in the accommodation sub-store.
CUSTODIAN	Record on consumables ledger, store and issue.
	End



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iv. Process for Clearance of Students from Hostels

RESPONSIBILITY	ACTION
CLIENT CUSTODIAN	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Students report to halls' Office; the custodians check the condition of the room and items.</p>
CUSTODIAN	Any damage noted is recorded in the maintenance register.
STUDENTS	Handing in the keys and curtains to the custodian's office and signing out.
CUSTODIAN /STUDENTS	Student returns the issued items with the room agreement which is to be signed and stamped.
STUDENT	Student returns the issued items with the room agreement which is to be signed and stamped.
HOD	<p>A list of students with loss or damage is prepared and forwarded to finance department.</p> <p style="text-align: center;">End</p>

v. Process for Complaint Handling in Halls

RESPONSIBILITY	ACTION
CLIENT /STUDENT	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Student raises complain.</p>
HOD	Investigate the allegation
CUSTODIAN /HALLS OFFICER	Handle the problem accordingly
HOD	Refer if need be to the relevant authority
HOD	Do the follow-up
	End