

# **General Services Administration - An Overview**

**A Presentation By**

**Lanre Adeoye, DGM (Training & General Services)**

**Department of Administration**

**Nigerian Nuclear Regulatory Authority**

## **Introduction**

- **The word General Services, Support Services or General Services Administration is interwoven in meaning and concept and is often used interchangeably in management speak.**
- **Concisely, it means all ancillary services such as administration and maintenance or the department providing such services. In other world, General Services is Support Services.**
- **In general, these are functions of an organization which does not generate main business or in the government context, are those activities by their nature, not core statutory essence of the establishment e.g. Finance, Administration, IT, HR, Janitorial, Security, Environmental, Pest Control, Parking Lot Management and Landscaping Services.**

## **Introduction – cont'd**

- **In this presentation, we will discuss General Services and its Departmental Expectations and Transformation, especially in the context of the Nigerian Nuclear Regulatory Authority. Key Discussion Points include:**
- **General Services In Practice**
- **General Services - Roles, Responsibilities and Policy**
- **General Services - Leadership, Tasks and Personnel**
- **Case Study on General Services Operations**
- **General Services in the Nigerian Federal Civil Service**
- **General Services at the Nigerian Nuclear Regulatory Authority**
- **General Services Transformation at Nigerian Nuclear Regulatory Authority**
- **Recommendations**

## **Quote**

**“We don’t have an head office; we have Support office. We don’t have Senior Management; we have Support Management”.**

**- Sir Tom Farmer, 1985**

## **What is General Services?**

- **In the government sector, general services department provides services needed to enhance the overall operations of all other departments, whether in a Ministry, Department or Agency.**
- **Such organization-wide services include transport administration, utility services, stores management, facility management, maintenance services, real estate management and office allocation, security, information technology and host of other shared-services needed for everyday operations of the organization.**

## **General Services in Practice**

- **The General services department or division as the case may be in any government organization's mission is to provide leadership and best practices in managing facilities, supplies, security, and resources conservation, maintenance and any other support services needed by all departments, units and sections within the organization.**
- **The chief aim of General Services is to promote efficiency and improved performance for other departments within an organization (often referred to as internal customers or stakeholders).**

## **General Services in Practice – contn'd**

- **General Services consolidate operational processes of multiple departments of the same organization.**
- **General Services follows the logic of cost-efficient, centralized operations that are utilized by multititle divisions of the same organization to eliminate redundancy.**
- **The overall goal of General Services is to allow each department or division focus its limited resources on activities that support the department or division's core responsibilities or goals.**

## **General Services in Practice – Roles, Responsibilities and Policy**

- **Typically, General Services office handles internal administration and serves as the nerve centre for the provision of common services to the entire organizational system through various units and sections for proper coordination and implementation of corporate goals and policies, amongst of which are:**
  - **General Services**
  - **Human Resources**
  - **Training and Capacity Development**



## **General Services in Practice – Roles, Responsibilities and Policy – contn'd**

- **Planning Research and Statistics**
- **Finance and Accounts**
- **Library Services**
- **Reform Coordination and Service Improvement**
- **Internal Audit**
- **Procurement and**
- **Information Technology**

## **General Services in Practice – Roles, Responsibilities and Policy – contn'd**

- **General services is also responsible for institutionalising maintenance culture on a sustainable basis by coordinating management of assets and other associated functions such as; Transport Administration, Utility Services, Stores Management, Facility Management, Maintenance Services, Office Allocation and Security.**
- **The General Services department also supervise administration, policy formulation and implementation for all other departments and divisions.**

## **General Services in Practice – Departmental Structure**

- **General Services can function broadly as stand-alone department or as a departmental division aided by divisions/units, depending on the organization, such as enumerated below;**
- **Maintenance Division/Unit: Handling of maintenance services for Plant and Equipment and Utility Services – Telephone, PABX, Power, Electricity, Fuel, Bills and Rates and allied electrical, mechanical and building repairs.**
- **Transport Division/Unit: Facilitation of movement of staff and services regarding operations; carrying of maintenance, servicing and fuelling of vehicles; registration of newly purchased vehicles; arrange vehicle parking, operations and repairs.**

## **General Services in Practice – Departmental Structure**

- **Office Allocation Division/Unit:** Provision of office spaces and partitioning; allocation of computers and photocopiers and other office equipment; Insurance service; fire extinguisher; parking lot; weeding and clearing of grasses; sanitation and environmental management – flowers, shrubs, garden and offices fitting and fixtures.
- **Store Division/Unit:** Assurance of goods supplied are received, stored and recorded appropriately; issuance of requisition to departments; replenishment of stocks utilized and security thereof.

## **General Services in Practice – Leadership, Tasks and Personnel**

- **In larger public sector organizations where General Services is a full fledged department, it is headed by a Director, in smaller organizations, where General Services is a mere division of Department of Administration, expectedly, it is headed by Deputy Director or Deputy General Manager as the case may be;**
- **The Role of the Director of General Services include legislative and administrative determination of policy, planning, organizing and directing operations of the General Services Department;**
- **Oversight of building maintenance and repair, plant acquisition and construction projects, purchasing, warehouse operations, automotive fleet maintenance and repair, fire protection and any other related emergency services;**

## **General Services in Practice – Leadership, Tasks and Personnel – contn'd**

- **The Director of General Services is also responsible for administering subordinate staff in several units or sections of the General Services Department or Division. Also to;**
- **Develop long-range plan for programmes and activities and set objectives for attaining the established goals;**
- **Analyse and evaluate the effectiveness of existing operations and implement improvement in departmental services;**
- **Review projects funding needs and direct and participate in the formulation, preparation, and presentation of departmental budgets;**
- **Oversee the maintenance of departmental fiscal record and budgetary controls;**

## **General Services in Practice – Leadership, Tasks and Personnel – contn'd**

- **Consult and coordinate with other departments, other agencies and user groups concerning coordinated purchasing, building, fleet maintenance, repair and providing direction for major facilities' remodelling and construction;**
- **Select, assign, direct, review and evaluate the works of subordinate staff;**
- **Direct the preparation of request for proposals, evaluate bids, and negotiate contract agreements;**
- **Work to assist departments and staff to select consultants;**

## **General Services in Practice – Leadership, Tasks and Personnel – contn'd**

- **Oversee the establishment and maintenance of automated inventory control programme for each department/division and ensure department completes work within the established policy and procedures, safety standards and time commitments;**
- **Appear before the Board to present recommendations, plans, projects, services, contracts, and operations;**
- **Evaluate legislation affecting departmental operations, encourage training and development of departmental personnel;**
- **Direct the identification and evaluation of alternative or expanded revenue sources;**
- **Prepare reports and correspondence's; attend meetings and conferences.**



## **General Services in Practice – Leadership, Tasks and Personnel – contn'd**

- **The Department of General Services must be staffed with personnel possessing sufficient education and working knowledge of:**
- **Principles and effective practices of administration and organization;**
- **Principles and practices necessary to plan, organize, direct, implement, evaluate, and coordinate complex and varied programmes;**
- **Personnel management and training;**
- **Finance and budgeting procedures as they affect operating departments;**
- **Contract procedures;**

## **General Services in Practice – Leadership, Tasks and Personnel – contn'd**

- **Principles of central purchasing;**
- **Building engineering and design;**
- **Practice of fleet management;**
- **Practice of facility management;**
- **Application of data processing to departmental operations;**
- **Principles and techniques of emergency services;**
- **Fire protection and prevention elements;**
- **Coordinate diverse technical and administrative programmes and activities;**
- **Establish and maintain effective working relationships with the public, public officials, other departments and government agencies and other interested parties;**
- **Interpret and evaluate departmental policy and programmes practices, define problem areas, plan, initiate and coordinate policy decisions;**

## **General Services in Practice – Leadership, Tasks and Personnel – contn'd**

- **Direct and inspect work in progress; exercise initiative, ingenuity and sound judgement in solving difficult administrative, technical and personnel problems;**
- **Develop and implement short and long range departmental goals and objectives;**
- **Prepare and present clear, concise and logical oral and written reports;**
- **Coordinate departmental activities with other departments and agencies;**
- **Prepare request for proposals, evaluate proposal and negotiate contracts.**

## **Case Study**

- **Ministry of Defence: General Services at the Ministry of Defence is structured into two divisions, namely; General Service and Maintenance Division.**
- **General Service Division oversee 1) Transport Administration, 2) Utility Services, 3)Stores Management, 4) Office Allocation, and 5) Security units.**
- **Maintenance Division oversee 1) Facility Management, 2)Plant and Equipment Management, 3)General Maintenance units.**

**Ministry of Defence could serve as a useful template for design and optimization of General Services function, however, MDA's are to organize their General Services affairs according to their individual needs.**

## **General Services in the Nigerian Federal Civil Service**

- **Creation of mainstream General Services Department in the Federal Civil Service was set in motion by the release of the Circular Ref No: HCSF/CMO/EM/243/17 dated 11<sup>th</sup> March 2014 by the Office of the Head of Civil Service of the Federation, directing the establishment of full fledged General Services Department across Federal MDA's to enhance the operation of other departments.**
- **As a result of this service-wide improvement and reform, all Federal MDA's now have one form of General Services office or the other.**
- **In some organizations, General Services is a full fledged department while in others, it is a division under the Administration Department, this is down to the size and interdepartmental coordination needs of an individual organization.**

## **General Services at the Nigerian Nuclear Regulatory Authority**

- **General Services function is a Division under the Department of Administration and Finance at the Nigerian Nuclear Regulatory Authority currently headed by a Deputy Director.**
- **The General Services Division is further serviced by the following units:**
- **Staff Welfare Unit**
- ✓ **Pension & Gratuity Unit**
- ✓ **Insurance Unit**
- ✓ **Maintenance Unit**
- ✓ **Transport Unit**
- ✓ **Training Unit.**

## **Observations and Challenges**

- **In view of General Services Best Practices obtainable across Federal Institutions, General Services operations at the Nigerian Nuclear Regulatory leaves so much to be desired, and some of the challenges identified are;**
- **General Services Division has not fully implemented the directive of the Head of Civil Service of the Federation on operationalising a full fledged General Services office;**
- **Some focal responsibilities of General Services are fused into or warehoused in other departments;**

## **Observations and Challenges – contn'd**

- **General Services as presently constituted at the NNRA is not adequately resourced with clearly defined organizational structure, relevant units and personnel as obtainable in other Organisations.**
- **Budgetary provision and funding for General Services programmes and activities is largely inadequate to achieve optimal discharge of the duties of General Services Department/Division;**
- **Current staff and management of the General Services requires definitive capacity enhancement undertakings to broaden their skills and know-how for shaping robust services delivery.**



## **General Services Transformation at Nigerian Nuclear Regulatory Authority**

**As a premier specialized regulatory organization, whose governance trajectory should be benchmarked against global best practices, and in response to the inadequacies currently being experienced in the General Services Division of the Nigerian Nuclear Regulatory Authority, there is the urgent need to set in motion actionable transformation plan in these regard;**

- **Governance transformation through redefinition and institutionalization of General Services operations;**
- **Institutional transformation to stimulate greater efficiency and effectiveness of interdepartmental operations though provision of relevant resources, processes and assets currently lacking.**

## **Recommendations**

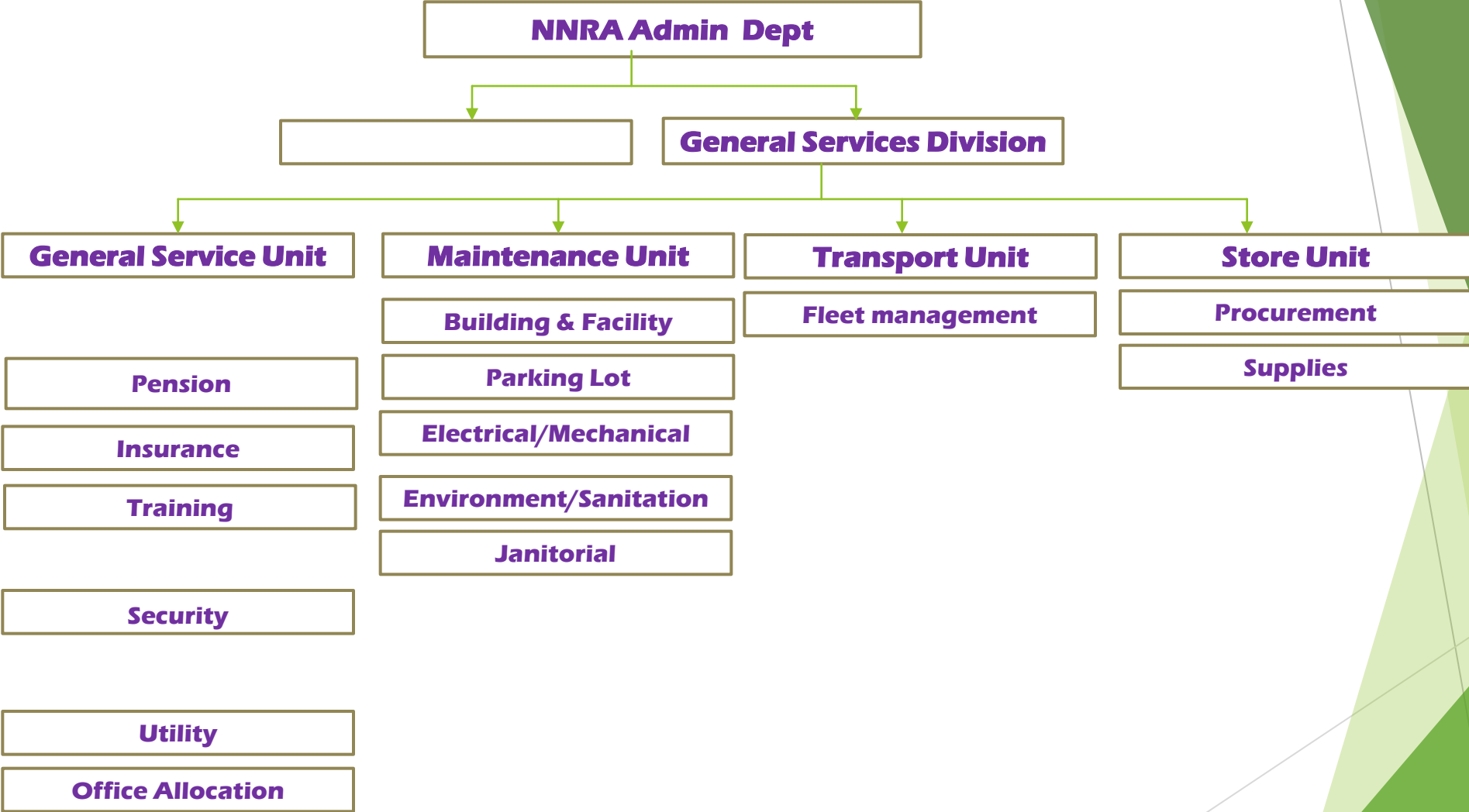
**To enable desired General Services outcomes at the Nigerian Nuclear Regulatory Authority, the management may want to consider the following recommendations;**

- **A re-evaluation exercise with a view to redesign and repurpose General Services at the Authority;**
- **Conduct of a qualitative and quantitative assessment of the General Services Divisional needs and requirements for effective General Services delivery;**
- **Capacity development and training of General Services personnel for higher performance and professionalism;**

## **Recommendations – contn'd**

- **Push for adequate budgetary provision and funding to support the activities and programmes of the General Services Division;**
- **Recruitment of qualified and experienced personnel that will add value to General Services Division;**
- **Fostering greater cooperation of the General Services division with the technical departments of the Authority;**
- **There is need for Zonal sensitization on Pension, NHF, NHIS and other related matters.**
- **Granting approvals for effective relevant training and retraining for Staff .**
- **Management may wish to consider and approve fund as impress for meetings that requires the services of the Welfare unit.**

# Recommended Organogram for NNRA General Services Division



## **Conclusion**

- **For the assurance quality management system and operational excellence, it has become imperative that calculated and urgent actions be taken by the management to bring General Services operations up-to-speed at the Authority;**
- **As a leading Regulatory and Enforcement agency, compliance with extant civil service directives and procedures should be paramount, leaving no room for operational gaps;**
- **The issues addressed and recommendations from these discussions are meant for overall improvement and attainment of best-in-class operational outcomes at the Authority;**
- **The management would do well to put in place concrete action plan to implement these recommendations.**