UNIVERSITY OF DAR ES SALAAM



UDSM CUSTOMER SERVICE CHARTER

DECEMBER 2021

LIST OF ABBREVIATIONS	
AIDS	Acquired Immunodeficiency Syndrome
ARIS	Academic Registration Information System
CCCS	Centre for Climate Change Studies
CCS	Centre for Communication Studies
CERPD	Centre for Educational Research and Professional Development
CI	Confucius Institute
CoAF	College of Agriculture and Food Technology
CoICT	College of Information and Communication Technologies
CoET	College of Engineering and Technology
CoHU	College of Humanities
CoNAS	College of Natural and Applied Sciences
CoSS	College of Social Sciences
CSC	Customer Service Charter
CSOs	Civil Society Organizations
CVL	The Centre for Virtual Learning
DARUSO	Dar es Salaam University Students Organization
DHRA	Director of Human Resources and Administration
DUCE	Dar es Salaam University College of Education
DUP	Dar es Salaam University Press
DVC	Deputy Vice Chancellor
HIV	Human Immunodeficiency Virus
HRC	Humanities Research Centre
ICT	Information and Communication Technology
IDS	Institute of Development Studies
IGS	Institute of Gender Studies
IKS	Institute of Kiswahili Studies
IMS	Institute of Marine Sciences
IRA	Institute of Resource Assessment
IT	Information Technology
KSC	Korean Studies Centre
MDAs	Government Ministries, Departments and Agencies
MRI	Mineral Resources Institute
MUCE	Mkwawa University College of Education

M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organization
RAAWU	Researchers, Academician and Allied Workers Union
SACCOS	Saving and Credit Cooperative Society
SJMC	School of Journalism and Mass Communication
SoAF	School of Aquatic Sciences and Fisheries Technology
SoED	School of Education
SoMG	School of Mines and Geosciences
TDTC	Technology Development and Transfer Centre
THTU	Tanzania Higher Learning Institutions Trade Union
TTCL	Tanzania Telecommunication Company Limited
UDBS	University of Dar es Salaam Business School
UDIEC	University of Dar es Salaam Innovation and Entrepreneurship Centre
UDSM	University of Dar es Salaam
UCC	University of Dar es Salaam Computing Centre
UDASA	University of Dar es Salaam Academic Staff Assembly
UDSoEC	University of Dar es Salaam School of Economics
UDSoL	University of Dar es Salaam School of Law
UDSM-MCHAS	University of Dar es Salaam-Mbeya College of Health and Allied Sciences
USAB	University Students Accommodation Bureau
VC	Vice Chancellor

TABLE OF CONTENTS

1. Introduction 1
2. Vision, Mission and Values of UDSM 1
2.1 Vision 2061 1
2.2 Mission 2
2.3 Values 2
3. UDSM Customers 3
3.1 Customer Expectations 3
3.2 Expectations of Stakeholders and Partners 6
3.3 University Expectations 6
4. University Directorates and Support Services 7
5. UDSM Customer Service Guarantee 9
6. UDSM Customer Service Standards and Procedures 10
6.1 Customer Service Declaration 11
6.2 Personal Courtesy 11
6.3 Telephone Courtesy 12
6.3.1 Answering Calls 12
6.3.1.1Transferring Calls 13
6.3.2 Making a Call 14
6.4 Customer Complaints and Suggestions 14
6.5 Email Communication 15
6.6 Letters Communication 17
6.7 Social Media 18
6.7 Internal Customer Service 18
6.8 Special Consideration for Students 19
7. Monitoring and Evaluation of Customer Service Charter 23
8. Review of the Customer Service Charter 23

1. Introduction

The University of Dar es Salaam is committed to provide good service and maintain close and effective working relationships with its various stakeholders. In order to achieve excellence in customer service, the University developed the Customer Service Charter (CSC) in 2013 to spell out obligations of the University staff to improve the overall customer experience. However, the most recent developments and the rolling of the five-year strategic plan (2020/21-2024/25) have demanded the review of the UDSM-CSC. Accordingly, this CSC is developed to guide the UDSM staff and other University service providers on where the University intends to go in terms of service improvement and establish standards for acceptable behaviour and guidelines for best practices in the delivery of customer service. The charter serves as a reference point for all UDSM staff when they engage with customers and establishes standards for measuring service excellence across the University Units. It is basically a social contract that delineates the service delivery and compliance standards between UDSM and its various customers, partners and other stakeholders.

The approach used to develop this CSC was participatory and inclusive. It began with review of various documents including the previous UDSM-CSC, customer service charter of other similar institutions, UDSM strategic plan (2020/21-2024/25), various UDSM policies and guidelines, and general literature on customer service. Then, views of stakeholders were collected through consultations, stakeholders' workshop and validation of the CSC through various University organs. It is expected that the charter will be made available to all University staff for their consumption and full compliance. It is also expected that the charter will translate into superior customer experience in line with the UDSM customer service commitment. Any breach of this CSC shall attract disciplinary measures in accordance with UDSM human resource policies and procedures.

2. Vision, Mission and Values of UDSM

The UDSM vision and mission provide a 50-year forward-looking of the University. The vision, mission and values of UDSM are as follows:

2.1 Vision 2061

To become a leading centre of intellectual wealth spearheading the quest for sustainable and inclusive development.

2.2 Mission

The University of Dar es Salaam will advance the economic, social and technological development of Tanzania and beyond through excellent teaching and learning, research and knowledge exchange.

The mission statement asserts the focus and direction of the University's core purpose and the goal of its core academic functions of teaching, research and public service.

2.3 Values

In pursuit of its mission, the UDSM is guided by the following eight core values that define its desired organisational culture:

Academic excellence	The pursuit of academic excellence in teaching, research and knowledge exchange.
Academic integrity	Academic outputs produced in line with international standards of quality and academic integrity.
Academic freedom	Upholding the spirit of free and critical thought and enquiry by tolerating a diversity of beliefs and understanding.
Internationalisation	Participating in the regional and global world of scholarship.
Social responsibility	Responsiveness to priority issues and the problems facing people in the national and international context.
Commitment to development	Promoting the University's role in the development of the nation and of its people.
Holistic student development	Creating a holistic teaching, learning and living environment which is student-centred for academic and personal growth.
Equity and social justice	Ensuring equal opportunities and non-discrimination based on personal, ethnic, religious, class, gender, or other social characteristics.

3. UDSM Customers

In an endeavour to deliver good service, UDSM recognizes two main groups of customers being external and internal customers. While external customers are the individuals and organizations that deal with the University from outside, the internal customers are employees of UDSM. The rationale for giving employees the same treatment as external customers stems from the fact that the on-site participation of customers in service delivery tends to blur the distinction between the two roles. In order to ensure that UDSM external customers receive quality service, every individual and department within the University must provide and receive quality service. In view of this, UDSM customers, partners and stakeholders are presented in Table 1.

Table 1: UDSM Customers, Partners and Stakeholders

UDSM Customers	Partners and other Stakeholders
Students	Industry and business partners
Parents and guardians	Business associations
Suppliers and service providers	Development partners
Alumni	Research collaborators
Employees	External examiners
Sponsors of the students	Government Ministries, Departments and
General public	Agencies (MDAs)
	Higher Learning Institutions
	Professional Bodies
	Neighbours
	Media
	Parliamentarians
	Trade Unions
	Religious Institutions
	Non-Governmental Organizations (NGOS)
	Civil Society Organizations (CSOs)
	Schools

3.1 Customer Expectations

A desire of the UDSM-CSC is to recognize the customer expectations and guide the employees to always put the needs of customers before their own in order to provide empathetic, consistent and responsive service. Accordingly, UDSM recognizes the general

and specific customer expectations from the University. In general, when customers are served by the University they expect:

i) Quality and timely service.
ii) Access to relevant information and feedback.
iii) Courteous and timely responses to requests, complaints and inquiries.
iv) Utmost confidentiality in the treatment of personal information provided to the university.
v) Application of modern and adaptive information and communication technologies.
vi) Safety and security.
vii) Healthy and pleasant environment.
viii) Fairness and equity.
ix) No soliciting of gifts, money or other favours.
x) Integrity and reliability.
xi) Customer satisfaction.

Specifically, in connection to the core role of teaching, research and public service offered by UDSM, customers expect the following (Table 2).

Table 2: UDSM Customers Expectations

Customer	Expectations
Students	i) Effective and timely communication on all matters relating to teaching and learning environment. ii) Relevant and demand driven academic programmes. iii) A transparent admission process. iv) Effective and customer friendly teaching. v) Prompt and fair processing of examinations. vi) Well maintained teaching and research facilities (lecture theatres, laboratories, offices, computer labs etc.). vii) Safe and clean accommodation. viii) Adequate supervision and counselling. ix) Effective access to learning materials and ICT facilities. x) Adequate dissemination and information sharing on student matters. xi) An effective linkage between students and potential employers. xii) Prompt clearance of students and processing of certificates. xiii) Quick response to enquiries and complaints.

Customer	Expectations
	xiv) Timely and relevant feedback on their performance. xv) Fair and just disciplinary procedures. xvi) Effective information technology and communication systems i.e. ARIS, payments systems, university website, etc. xvii) Clean, orderly and convenient physical environment, classrooms and equipment. xviii) Convenient and easy access to key offices. xix) Adequate student services (cafeteria, health services, stationery etc.). xx) Students' information (university map, directory of key offices, students' information desk, receptions, etc.). xxi) Adequate handling of sexual harassment issues. xxii) Reliable transport for students.
Parents and Guardians	i) Effective communication with parents and guardians. ii) Ethical and responsible university staff. iii) Fair and reasonable University fees and other charges. iv) Quick response to enquiries and complaints. v) Safety of their children. vi) Safe and clean accommodation of students. vii) Clean and orderly environment.
Suppliers and service providers	i) Efficient, effective and transparent procurement process. ii) Prompt payment for services offered. iii) Professional and ethical University staff. iv) Effective and prompt communication.
Alumni	i) Involvement of Alumni in governance and development of the University. ii) A strong Alumni Association. iii) Continued collaboration with Alumni. iv) Up-to-date database of Alumni.
Employees	i) Availability of adequate teaching, research and consultancy facilities and resources. ii) Fair and timely staff remunerations. iii) Prompt clearance of staff issues. iv) Safe and healthy working environment. v) Fair and just disciplinary procedures.

Customer	Expectations
	vi) Adequate staff development. vii) Promotion based on merits. viii) Effective internal communication. ix) Recognition and acknowledgement of their effort. x) Gender equality and equal opportunities.
General public	i) Responsive University. ii) Dissemination of the University outputs. iii) Equality, fair treatment and respect. iv) Effective University-public linkage. v) Industry accepted quality graduates.

3.2 Expectations of Stakeholders and Partners

This charter recognizes the stakeholders and partners of UDSM, and their expectations as follows:

i) An effective university-industry linkage ensuring frequent and beneficial interactions with the industry.
ii) Reliable and prompt research output.
iii) Quality and dependable public service.
iv) Timely and relevant information about university programmes and services.
v) Effective project management and collaborations.
vi) Friendly, approachable and professional staff.
vii) Gender equality and equal opportunities.
viii) Combating HIV/AIDS and other pandemics.
ix) Reaching local and international institutions.

3.3 University Expectations

The University expects its clients and stakeholders to:

i) Treat university staff with respect and courtesy.
ii) Provide sufficient and accurate information to enable the University to appropriately respond to requests.
iii) Promptly pay all fees and other charges where applicable.
iv) Support University academic programmes and other related activities.
v) Adhere to principles of ethics and integrity.
vi) Take an active role in education service delivery
vii) Be neat and dress decently.

viii) Observe university, policies, guidelines, procedures, rules and regulations.
ix) Familiarize themselves with relevant university requirements in relation to their enquiries.
x) Provide details of changes in their circumstances as soon as they occur.
xi) Indicate need for special requirements.
xii) Not offer staff gifts, money or favours for service.
xiii) Report corruption, misconduct and unethical behaviour.
xiv) Provide genuine feedback and comments on the service rendered.
xv) Avoid gender biasness in interacting with staff.
xvi) Be honest and helpful when engaging with staff and other University stakeholders.
xvii) Treat university staff and the service providers the way they would like to be treated.

4. University Directorates and Support Services

The UDSM structure has provided four top offices that connect the university with key stakeholders and facilitate provision of excellent services to our clients. The offices recognized in this Charter are the Office of the Vice Chancellor, Deputy Vice Chancellor (DVC)-Academic, Deputy Vice Chancellor (DVC)-Administration and Deputy Vice Chancellor (DVC)-Research (Table 3).

Table 3: University Key Offices and Directorates

Vice Chancellor	**DVC-Academic**	**DVC - Administration**	**DVC- Research**
• Internationalization, Convocation & Advancement • Chief Corporate Counsel & Secretary to Council • Communication and Information Office • Procurement • Quality Assurance Bureau • Chief Internal Auditor	• Postgraduate Studies • Undergraduate Studies	• Human Resources & Administration • Planning, Development & Investment • Estate Services • Social Services • Finance • Dean of Students	• Innovation & Entrepreneurship • Research & Publications • Public Services • Dar es Salaam University Press (DUP)

		• Security	

In terms of academic units, the university is organized into constituent colleges, campus colleges, schools, institutes and centres (Table 4).

Table 4: UDSM Academic Units

Constituent Colleges	Colleges	Schools	Institutes	Centres
• Dar es Salaam University College of Education (DUCE) • Mkwawa University College of Education (MUCE)	• College of Engineering and Technology (CoET) • College of Information and Communication Technologies (CoICT) • College of Natural and Applied Sciences (CoNAS) • College of Humanities (CoHU) • College of Social Sciences (CoSS) • College of Agriculture and Food Technology (CoAF) • University of Dar es Salaam-Mbeya College of Health and Allied Sciences (UDSM-MCHAS)	• University of Dar es Salaam Business School (UDBS) • School of Education (SoED) • University of Dar es Salaam School of Economics (UDSoEC) • University of Dar es Salaam School of Law (UDSoL) • School of Journalism and Mass Communication (SJMC) • School of Aquatic Sciences and Fisheries Technology (SoAF) • School of Mines and Geosciences (SoMG)	• Institute of Development Studies (IDS) • Institute of Kiswahili Studies (IKS) • Institute of Resource Assessment (IRA) • Institute of Marine Sciences (IMS) • Institute of Gender Studies (IGS) • Confucius Institute (CI) • UDSM Mineral Resources Institute (MRI)	• University of Dar es Salaam Innovation and Entrepreneurship Centre (UDIEC) • The Centre for Virtual Learning (CVL) • University of Dar es Salaam Computing Centre (UCC) • Humanities Research Centre (HRC) • Centre for Climate Change Studies (CCCS) • Centre for Communication Studies (CCS) • Korean Studies Centre (KSC) • Centre for Educational Research and Professional

Constituent Colleges	Colleges	Schools	Institutes	Centres
				Development (CERPD) • Technology Development and Transfer Centre (TDTC) • Centre for Chinese Studies

UDSM has other units which are either directly managed by the university or are not managed by the university (Table 5). Provided these units operate within the university campuses and/or collaborate with the university, they have implications on the overall customer experience. In view of this, the university should incorporate them in implementing the CSC.

Table 5: Other UDSM Units

Directly Managed by/under UDSM	Not Managed by UDSM
University Library UDSM Alumni Convocation University of Dar es Salaam Academic Staff Assembly (UDASA) Dar es Salaam University Students Organization (DARUSO) Auxiliary Police Insurance Agency University Health Centre Mlimani Primary & Nursery Schools	National Bank of Commerce -UDSM Branch CRBD Bank-UDSM Branch NMB Bank-UDSM Branch UDSM Police Station Tanzania Post Services Tanzania Telecommunication Company Limited (TTCL) Lessees of the University premises Trade Unions (THTU and RAAWU) Faith Based Organizations (Churches & Mosques) UDSM Saving and Credit Cooperative Society (SACCOS)

5. UDSM Customer Service Guarantee

UDSM is a customer-centred university that strives to create a congenial environment for the delivery of superior student learning and customer service experiences. It is always guided by

the needs of its stakeholders and the delivery of value to same. To fulfil our service guarantee to customers we are committed to having well trained and supportive staff and to developing and maintaining an open and accountable culture that is fair and reasonable in dealing with our clients. In connection to this, we will provide customers with quality service by:

i) Identifying ourselves when we speak to customers and wearing IDs.
ii) Seeking to understand customer requirements and identifying what is important to them.
iii) Listening actively and acting responsively to their needs.
iv) Recognizing that customers have different needs and personalizing our services and advice in ways that fit those needs.
v) Treating customers with respect and courtesy, and maintaining confidentiality where required.
vi) Giving clear, accurate, timely and relevant information to customers.
vii) Being clear and helpful in our dealings with customer and giving reasons for our decisions.
viii) Respecting the confidentiality of personal information and using it only in accordance with the University procedures.
ix) Acting with care and diligence as we respond to customers.
x) Conducting ourselves honestly and with integrity in accordance with the CSC.
xi) Referring inquiries we cannot answer to an appropriate organ.
xii) Presenting our responses to customer inquiries or letters clearly and concisely, using clear language.
xiii) Ensuring that our records are kept current with the latest information, programmes, services and products.
xiv) Ensuring that our website and social media platforms are easy to use and well set out and accessible by customers.
xv) Ensuring that all our services meet the customer needs.
xvi) Ensuring the University environment is clean and well maintained.
xvii) Providing reliable student services and facilities (accommodation, transport, insurance, utilities etc.).
xviii) Ensuring all key offices have receptions, maps and information guiding our clients on how best they can be served.

6. UDSM Customer Service Standards and Procedures

In order to ensure that our customer service guarantee is realized, this charter provides customer service standards and procedures for the implementation of the various standards. The standards provided reflect the ethical conduct and behaviours stipulated in the Code of

Ethics and Conduct for the Public Service in Tanzania. In view of this, the standards provided comply with public service ethical conduct and behaviours by ensuring that staff shall:

i) Respect all human rights and be courteous.
ii) Perform diligently and in a disciplined manner.
iii) Promote team work.
iv) Pursue excellence in service.
v) Exercise responsibility and good stewardship.
vi) Promote transparency and accountability.
vii) Discharge duties with integrity.
viii) Maintain political neutrality.

6.1 Customer Service Declaration

Standards: Acceptance of employment at the university shall constitute a pledge to observe the university customer service charter which aims to instil excellent customer service across all functions in the institution. Employees assume the responsibility to read the UDSM-CSC and act in accordance with the university customer service guarantee.

Procedures: The office of DVC-Administration will circulate the approved CSC to constituent colleges, schools, institutes, centres and all other university offices and provide for the procedures for dissemination of the document. The Principals, Deans, Directors, Managers and Heads of the various University Units will facilitate dissemination of the document by ensuring that all employees receive a copy of CSC, read and understand the document.

6.2 Personal Courtesy

Standard: Every employee of UDSM shall demonstrate courteous behaviour to customers and other employees by ensuring the right attitude, appearance and approach in service delivery. Whenever UDSM staff meet and interact with customers they will:

i) Listen, show interest, be alert and observe the customer and give them their undivided attention.
ii) Make the customers feel they matter, and that they are individuals and not just one of the crowds.
iii) Enjoy providing a service and show the customer they are happy to help.
iv) Wear appropriate dress, be tidy and clean.
v) Wear staff IDs for easy identification by customers.

vi) Use the tone of voice that conveys as much information to the customer as the words they use, so they must sound interested, warm and sincere.
vii) Use the right body language that sends the right information to the customer-non-verbal communication.
viii) Approach the customers with confidence and develop trust.
ix) Ensure equal opportunity and non-discrimination on the basis of personal, ethnic, religious, gender and other social characteristics.

Procedures: When interacting with customers, UDSM employees shall demonstrate courteous behaviour by following the following procedures:

i) Greet the customer and maintain eye-contact when greeting the customer.
ii) Welcome the customer and introduce themselves.
iii) Ask the customer if they can help.
iv) Listen to customer and show that they are listening.
v) Communicate effectively on the procedures and service process.
vi) Provide a solution to customer if it is within their discretion.
vii) Support customers to access the right source of the solution to their problem.
viii) Close the customer interaction appropriately.

6.3 Telephone Courtesy

6.3.1 Answering Calls

Standards: When answering a telephone call, UDSM staff shall greet the caller and identify themselves by giving their names. The staff should have good knowledge of the university, its services and staff. They will also have the up-to-date diary, pad and pen fixed near the telephone for messages and notes. In answering calls, they will use appropriate language and speak with a pleasing note. The calls referred to in this charter are: internal calls from an internal telephone (intercom) and external calls.

Procedures: When the telephone rings**,** the staff shall follow the following procedures to answer it.

i) They will always answer the telephone within three rings if they are available to take the call.
ii) When answering an internal telephone call, staff should greet the caller and identify themselves giving their name. For instance, “Good morning, this is Maria, how may I assist you?

iii) When answering an external call, the staff should begin with a greeting (good morning/afternoon/evening) and introduce the university and specific office/unit (I am speaking from the University of Dar es Salaam, the office of DVC-Administration), thank the customer for calling and then introduce their names (e.g. my name is Maria). Then, ask the customer if they can help (Can I help you?).

iv) Listen carefully to customers and take notes on the key message. When taking a message from a caller, the UDSM staff shall record the key points showing the date, time of the call, caller's name and contact as well as details of the message. Read the caller's name, contact and message to make sure that the information was captured correctly.

v) When answering the call for others follow procedure ii) or iii) and take a message for the person concerned. In this case, do not unnecessarily make commitments for others just take the right message and contacts of the caller. It is the responsibility of the responsible person/office to resolve the customer's inquiry and give feedback to a respective customer.

vi) If the staff is not able to respond to a caller's enquiry immediately, he/she will take the contact details and provide a response within 24 hours where the enquiry is not of a complex nature. If more than 24 hours is required, the caller should be kept informed of progress with their enquiry.

vi) When closing a call the staff will summarize the key points, ask if they can provide further assistance to customer and end with a positive note.

6.3.1.1 Transferring Calls

In some cases, the staff might be required to transfer a received call to the right person or office. In order to transfer call adequately, the following procedure shall be followed by UDSM staff:

i) Know the capability of the system and the person/office is supposed to receive the call.

ii) Inform the caller you will transfer his/her call to a specific person/office (provide the name).

iii) Explain the reason for transfer and specify the duration.

iv) Provide the caller with your name and phone number in case they are disconnected.

v) If the customer decides to hold on and it takes more than 30 seconds inform the caller what is happening.

vi) When you reach the right person give them all the relevant information and connect them with the customer.

vii) If the right person is not available inform the customer and agree on the next move and/or feedback mechanism.
viii) Close the call.

6.3.2 Making a Call

Standard: UDSM staff make telephone calls to other members of staff within UDSM (intercom) or to someone outside the university. When making a call, the staff shall do background work to understand the target individual or office, plan the call and demonstrate the right attitude and behaviour.

Procedures: When making a call within or outside UDSM, the staff shall follow the following procedures:

i) Obtain sufficient information about the individual/organization they want to call and prepare the purpose of calling and the list of the points to be discussed.
ii) When the call is received, greet the receiver introduce yourself, the university and your office. For instance: Good morning Sir/Madam, my name is Maria. I am calling from the UDSM, DVC-Administration office.
iii) Wait for customer response and ask a question. For instance, may I kindly know if this is Mr. William Moses? Wait for customer response and once you identify the person ask if the customer will have a few minutes to talk to you.
iv) Once the customer shows interest to talk to you, present the purpose of a call.
v) If the customer cannot respond to your inquiry directly, you can ask him/her to transfer you to the right person/office. If you have to leave a message, ask the customer to read the message back to you to check it has been written down correctly.
vi) Close the call with a pleasing note and thank the customer for his/her time.

6.4 Customer Complaints and Suggestions

Standard: Customer complaints, feedback and suggestions always be acknowledged and dealt with effectively. Irrespective of where and when customer complaints, give feedback and suggestion, responsible staff must address their needs and/or facilitate the customer reaches the right source. Rather than viewing complaints as an irritating part of the university, see them as golden opportunities to improve customer care and to turn complainants into lifelong customers.

Procedures: When customers complain or give feedback and suggestions, the following procedures shall be followed by UDSM staff:

i) Listen carefully and understand what the customer is complaining about.
ii) Apologise and thank the customer for bringing this to our attention.
iii) Concentrate on the solution rather than a problem.
iv) Empathise with the customer.
v) Act on the complaint or forward it to appropriate organ if it is beyond your mandate.
vi) Communicate expected turnaround time for complaint resolution.
vii) Follow up and follow through till customer issue is resolved.
viii) Communicate resolution to the customer.
ix) Close the complaint.
x) Ensure confidentiality of the information given.

When handling complaints through the telephone, the following procedures shall be followed:

i) Listen carefully.
ii) Convey sincere interest and be empathetic.
iii) Agree as often as possible.
iv) Remain calm and courteous.
v) Do not interrupt.
vi) Do not blame co-workers.
vii) Explain clearly.
viii) Do not make unrealistic promises.
ix) Apologise.
x) Provide a solution whenever possible and/or refer the customer to a right office.
xi) Close the conversation and make a follow-up.

Customers who are dissatisfied with any aspect of UDSM service shall be encouraged to complain to the senior most administrative personnel in that unit in the first instance. If the issue is not satisfactorily resolved, it should be escalated to the next level and where appropriate the customer shall have access to the Directorate. As a last resort, the complaint should be directed to the office of the DVC-Administration.

6.5 Email Communication

Standards: All e-mails sent through UDSM will be responded to within two working days. If a response is going to take longer than two working days to provide, the enquirer will be

informed of progress and the realistic time frame set for resolution. When writing an email the following standards shall be observed by UDSM staff:

i) Include a clear, direct subject line. The subject must match the message.
ii) Use official email address.
iii) Include a signature block.
iv) Use professional salutations.
v) Reply to your emails even if the email was not intended for you.
vi) Use proper spelling, grammar and punctuation.
vii) Use formal language and do not write emails in capital letters.
viii) Avoid using shortcuts to real words, jargon or slang.
ix) Keep it short and straight to the point.
x) Maintain only the emails that are needed in your email folders.

When the staff is out of office for more than a day, he/she must leave an out-of-office message with a stipulation regarding who to contact in case of emergencies.

Procedures: When UDSM staff respond to email or write a new email, they will follow the following procedures.

i) Prepare the purpose of the email and know the person/office the email will be directed to.
ii) Write a clear subject of the email precisely at the beginning of the email message.
iii) Write the email address of the recipients. If the email is for a group, ensure all addresses are included. If it is a reply to email and you do not target the entire group, do not reply to all.
iv) Identify the primary address (es) and copied address (es), and write them in the appropriate space.
v) Add the email address last and double check to ensure that you have selected the correct recipients.
vi) Compose the email by beginning with the salutation followed by the key message.
vii) Inform the recipient if the email contains any attachment and ensure the appropriate file is attached.
viii) Proof-read every message before you send.
ix) Read twice before hitting reply to, reply to all and/or send.
x) When the customer delays to respond to your email, write a remainder email and make a follow-up through alternative email address.

6.6 Letters Communication

Standards: UDSM uses letters to present official university information to external and internal customers, and other stakeholders. UDSM letters are required to meet the following standards:

i) Must include an official letterhead with a return address, either in the header (across the top of the page) or the footer (along the bottom of the page).
ii) Must use the approved university logo in size, shape, colour, and no variation shall be allowed by any unit of the university.
iii) Should have the date placed at the top, right justified, at least three lines from the top of the page or letterhead logo.
iv) Must have the reference indicating what the letter is in reference to, the subject or purpose of the document.
v) Should have the:
    a. Introduction, which establishes the purpose.
    b. The body, which articulates the message.
    c. The conclusion, which restates the main point and may include a call to action.
    d. The signature line, which sometimes includes the contact information.
vi) They must be written using correct language by ensuring that:
    a. It is clear, concise, specific, and respectful.
    b. Each word contributes to its purpose.
    c. Each paragraph focuses on one idea.
    d. The parts of the letter form a complete message.
    e. It is free of errors.
vii) Letters received by UDSM staff members or management must be responded to within a week of receipt and where it is not possible, an acknowledgement should be sent indicating that the letter has been received and will be responded to by a specified date.

Procedures: When UDSM staff write or respond to any letter they will follow the following procedures.

i) Prepare the content of the letter.
i) Proof read the letter and write it using headed paper.
ii) Address the letter to the right receipt(s).
iii) Send the letter and file a copy in a proper file with the reference number.

6.7 Social Media

UDSM recognizes that social media sites such as website, Facebook, Twitter, YouTube, etc. have become important communication channels particularly when they are used effectively.

Standards: Use of social media shall comply with the following standards:

i) Avoid using statements, photographs, video or audio that are malicious and obscene that disparage customers or might constitute harassment of clients.
ii) Exercise use of decent language and respect for clients and other staff.
iii) Refrain from reporting, speculating and reporting misleading information about the University and clients.
iv) Refrain from sharing confidential information about clients and university through the social media channels.
v) Be honest and accurate when posting information or news, and in case of a mistake, correct it quickly.
vi) Only approved persons shall post official information on the official social media platforms.

Procedures: When UDSM staff respond or intend to post any information on the social media they will follow the following procedures.

i) Prepare the content of the post.
ii) Proof-read every message/ communication/ announcement before posting it and where possible have a second eye look at it.
iii) Select the media platform.
iv) Get approval of the content and social media platform.
v) Post the message or any other information.
vi) Respond to client inquiries following the social media post.

6.8 Internal Customer Service

Standard: Every UDSM staff has a responsibility to respect a colleague and create harmonious environment necessary for delivering quality service to external customers. In order to ensure the university provides good service, all staff will treat each other with respect and create a culture that encourages internal customer service. In connection to this, the UDSM staff shall uphold the following standards when serving their colleagues:

i) Maintain appropriate and professional relationships with all members of the University we work with.

ii) Be available and provide service during the normal business hours (from 8: 00 am to 4: 00 pm, from Monday to Friday) and where necessary extend working hours to ensure the customers are served.
iii) Provide information upon request to respond to the needs of other staff within University.
iv) Communicate with other staff in the official language of their choice.
v) Respect and protect confidentiality of personal information.
vi) Show respect to others in all forms of communication, including electronic exchanges.
vii) Treat other staff fairly and without bias and avoid language/action that may be considered to be gender or otherwise insensitive.
viii) Ensure equal opportunity and non-discrimination on the basis of personal, ethnic, religious, gender and other social characteristics.

Procedures: Procedures for personal courtesy, customer complaints and suggestions, telephone, email and letter communication stipulated in this charter shall be uphold for internal customers.

6.9 Special Consideration for Students

Although this charter recognizes all customers, it gives a special consideration to students who are our primary customers. Accordingly, the charter provides specific standards that shall be observed by all staff and university stakeholders when serving the students.

Standards: In connection to students, UDSM staff shall comply with the following standards:

i) Politely invite/call the students to the service point.
ii) Welcome the students whenever they visit any office.
iii) Put the students at ease whenever they are engaging with them.
iv) Listen carefully to students, ask questions and summarize their needs.
v) Provide full and up-to-date information to students.
vi) Clearly explain procedures and options.
vii) Offer additional guidance to initial request.
viii) Refer the students to specific office from which they can meet their needs.
ix) Treat students fairly and with respect.
x) Be friendly, approachable and willing to help students who use our services
xi) Provide clear information and guidance about requirements, deadlines and expectations.

xii) Use official language (English) in teaching and formal communication.

xiii) Adequate matching of students with supervisors.

xiv) Open all key offices during the working time.

xv) Provide adequate infrastructure and student services (water, electricity, transport, accommodation, etc.).

xvi) Provide timely feedback on student matters.

xvii) Provide access to health insurance for all registered students and ensure availability of medical services and medicines at the University Health Centre.

xviii) Place University maps at the receptions and major roads/streets within the University.

xix) Introduce and enforce environmental by-laws and maintain clean and orderly environment.

xx) Ensure steady access to IT and online services for students (updated website, online payments, ARIS, etc.).

In addition to general standards for students, this charter stipulates specific standards and contact offices for the various operations relating to service delivery to students (Table 6).

Table 6: Specific Service Standards for Students

S/N	Service	Standard	Contact office
1	Telephone enquiries	1 minute/3 rings response	Principals/ Deans/ Directors/Dean of students
2	Email enquiries (acknowledgement)	Immediate	Principals/ Deans/ Directors
3	Email enquiries (detailed response)	2 working days	Principals/ Deans/ Directors
4	Application for degree programmes (acknowledgement)	Immediate	Director of Postgraduates Studies/ Director of Undergraduates Studies
5	Application for degree programmes (feedback)	2 months	Director of Postgraduates Studies/ Director of Undergraduates Studies
6	Student enrolment	1 week of the	Director of

S/N	Service	Standard	Contact office
		first semester	Postgraduates Studies/ Director of Undergraduates Studies
7	Course registration (online)	Immediate	Principals/ Deans/ Directors
8	Course registration (assisted)	2 working days	Principals/ Deans/ Directors
9	Course outline	1st lecture	Course Instructors
10	Delivery of course materials	At the beginning of the course or after each lecture	Course Instructors
11	Information on postponement of classes and course cancellation	2 days before the class session	Heads of Departments
12	Information package	1 working day	Director of Postgraduates Studies/ Director of Undergraduates Studies/ Dean of Students
13	Coursework for students	At least 2-days before final exam	Heads of Departments
14	Release of results on ARIS	Immediately after approval	ARIS Coordinator
15	Feedback and comments on Master Dissertations by supervisors	2 weeks after submission by students	Supervisors
16	Feedback and comments on PhD Dissertations/Thesis for students in progress	1 month after submission by students	Supervisors
17	Opening of the University Library	16 hours during semester	Director of Library
18	Opening of lecture and seminar rooms, laboratories and other offices	As per time table	Director of Undergraduates Studies

S/N	Service	Standard	Contact office
19	Processing of students transcripts and certificates	3 working days after completing the requirements	Director of Postgraduates Studies/ Director of Undergraduates Studies/
20	Availability of internet and ICT services	Wi-Fi in classes and lecture theatres, University Website, Online payments	Director of ICT
21	Power and water supply	Clean water and electivity are available and accessed by students	Director of Estates Services
22	Student accommodation	Clean and safe accommodation for first years and continuing students for available rooms.	USAB Manager
23	Reception service	Reception offices for key UDSM units are available	Principals/ Deans/ Directors
24	Suggestion boxes	Suggestion boxes placed in key offices and units	Principals/ Deans/ Directors

Procedures: Procedures for personal courtesy, customer complaints and suggestions, telephone, email and letter communication stipulated in this charter shall also be uphold for students.

7. Monitoring and Evaluation of Customer Service Charter

UDSM will monitor and evaluate (M&E) the services based on the standards set in this charter and report annually on how the University achieved customer service excellence. M&E of this Charter shall be done through client survey, telephone and personal interviews and the use of client suggestion box. The University will use the online feedback form through the UDSM website to collect views of the clients and their opinions on the service quality. It will introduce a hotline number which shall be used to collect the views of our clients. M&E shall be under the office of DVC-Administration and coordinated by the Director of Human Resources and Administration (DHRA). The M&E findings shall be used to inform review of the CSC.

8. Review of the Customer Service Charter

This charter is a living document of UDSM and it will be reviewed in the light of feedback from the UDSM clients. UDSM will review this Charter in collaboration with our clients every three years or when need arises.