

ORGANIZATIONAL STRUCTURE IN THE POLYTECHNICS: YABA COLLEGE OF TECHNOLOGY, A TEST CASE!

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ABSTRACT

The Paper covers organizational structures which apply to almost all tertiary institutions at all levels in Nigeria, except few peculiarities in some institutions, both in Government and Private, universities, polytechnics and colleges of education. However, I use Yaba College of Technology, where I did all my service years and retired, as a Test Case. It explains, organogram, structures level by level, for example, Governing Council, Academic Board, Management, School Board, Department Board and the Congregation. It also covers principal officers' positions, the Rector, Deputy Rector, Registrar, Librarian and the Bursar. For ease of management, channels of communication are also covered while the dichotomy, in title, among the chief executives of university, polytechnic and college of education is also treated.

1. Preamble

There are different types of Organizational structures depending on the type of Job the Organization is performing: - educational, Productive, Industrial, Civil Service etc. In the Educational Sector, be University, Polytechnic, College of Education, the structure is almost the same. You just exchange Vice Chancellor for Rector in the University and Polytechnic while Provost in the College of Education, Senate for the University and Academic Board for the Polytechnics. Both in the university and polytechnics, Vice Chancellor and Rector are the Chief Academic officers respectively while the Registrar is the Chief Administrative officer and the former two are the Accounting officers respectively.

In short, Organizational Structure, in any Organization, is simply "Hierarchy of Authority," that is, splitting of authority to perform from the highest position down the ladder to the grassroot. However, for the sake of this paper, I seek permission to lay more emphasis on the structure of Polytechnics, especially, Yaba College of Technology, the pioneer Tertiary Institution in Nigeria, the first set of which students formed the nucleus (first) set of the University of Ibadan in 1948¹.

2. The Governing Council

The council is the governing body of the college whose scope of activities covers the general management of the affairs of the college through formulation of policies, and in particular, the control of the property and the finances of the college. It is also within its power to do anything which in its opinion is calculated to facilitate the carrying out of the activities of the college and promote its best interests.

It is the responsibility of the council to appoint all the senior Academic and Administrative staff of the college, including particularly, the Rector, Deputy Rector,

Registrar, Director of schools and Heads of Departments, and also to discipline any of them if the need arises.

The council is the highest Authority in the college, as well as the employer of all the college staff, both Senior and Junior.

3. Governing Structure

For the efficient and effective management of each Polytechnic, the following bodies are put in place:-

a) Governing Council

This body is the employer of all staff both senior and junior, academic and administrative, permanent and casual. It is also responsible for the formulation of general policies for the polytechnic on administration and finance. Appointment of members is done by the Government.

b) Academic Board

A body responsible for all policies and management of academic matters – courses, examinations, graduations, award of diplomas etc. Appointment of members by Council via recommendation by Management.

c) Management Committee

The body is administrative, to assist the administration of the Chief Executive. The body is made up of Principal officers – Rector (Chairman), Deputy Rector, Registrar, Bursar and Librarian, to meet once a month.

d) School Board

An academic body for each school, made up of all academic staff in the school with the Dean as chairman. It deals with all academic matters and any other matter of interest to the School or any other matter referred to it by Council or Rector.

e) Departmental Board

An academic body for each Department consisting of all the academic staff in the Department to handle all academic matters of the Department. The Head of Department is the Chairman.

f) Congregation

This body is made up of all academic staff and senior non-teaching staff. The Rector is the Chairman, to meet at least, once in a year.

g) In addition to the above bodies/committees, there are still some administrative committees to assist in the management of the Polytechnic – Selection Board – A&PC, Student Disciplinary Committee, Students Welfare Committee, Tenders Board, Staff Welfare Committee etc

4. Positions of Principal Officers

i. The Rector

The Rector is the chief academic officer, as well as being the accounting officer of the college. He is also the chairman of the Academic Board, Management Board and Congregation. It is the sole responsibility of the Academic Board to approve the students Results at the end of each Academic Semester.

By the virtue of Decree establishing the college, he is empowered to exercise general authority over the staff, and he is responsible for the discipline in the college.

While the appointment of the senior academic and administrative staff is the prerogative of council, that of the junior staff is that of the Rector with the assistance of such committees as may be constituted by him for such purposes.

ii. The Deputy Rector

To assist the Rector and acts in his absence.

iii. The Registrar

The Registrar, as the Chief Administrative officer, is responsible to the Rector for the day to day administration of the College. He is the Secretary to the Governing Council as well as the Academic Board and Management Committees.

Beside his other administrative commitments, the Registrar prepares Council papers and communicates council decisions to relevant quarters. He also serves as an adviser to the Rector on staff discipline and other relevant issues.

iv. Bursar

He is the chief financial officer

v. Librarian

He is in charge of the library for acquiring relevant books and administering library services. They are all responsible to the Rector.

Note With the Federal Polytechnics (Amendment) Act 2019 in operation, all the principal officers are to enjoy only One tenure of Five years in office while criteria for their appointments and creation of Council and its committees are also spelt out respectively.

5. Hierarchy of Authority

According to Professor O'Donnell in his article on the source of authority, "If a directive communication is accepted by one to whom it is addressed, its authority for him is confirmed or established.

It is therefore admitted as the basis of action. Disobedience of such a directive communication is a denial of its authority for him. Therefore, under this definition, the decision as to whether an order has authority or not lies with the person to whom it is addressed, and does not reside in 'persons of authority' or those who issue these orders."

The highest Authority within the periphery of a Polytechnic is the Governing Council, a body corporate, responsible for the general management of the affairs of the college by formulating necessary policies and giving directives. The policies and directives are passed down to the Administration through the Rector who is the Chief Academic Officer, as well as being the accounting officer of the college. The next officer in rank to the Rector is the Deputy Rector, a position which is made rotatory among the Directors/Deans of Schools. The position of the Vice Rector is not permanent but rotatory, and becomes functional only when the incumbent stands in for the Rector in his absence. As at now, the tenure is 4 years.

Council policies and directives, as the case may be, are transmitted through the Rector to the Directors of Schools, and from them, to Heads of Departments and then down to the Heads of sections.

In effect, the hierarchy is in line with scalar structure whereby Heads of sections are directly responsible to heads of Departments, Heads of Departments are responsible to Directors of Schools, who in turn, are responsible to the Rector for their day-to-day official performance.

The Rector is accountable to the Governing Council of the School.

6. Channels of communication

The channels of communication available in the Polytechnic system are downward, upward, lateral and multidirectional.

Downward channel of communication is employed when directives, job instructions and rationale are passed from the School higher Management to the subordinate staff. Such communication passes through the different levels of authority down to the floor man.

Upward channel of communication is employed when a feedback is being given by the staff to the authority or in case there is an observation on such directives. An upward channel of communication is also used by staff to air their views and grievances (workers' Union/ students body in particular) to the authority.

Lateral channel of communication is used among the Directors of Schools, Heads of departments or Heads of sections. For example, if a particular Director of school is short of staff, it is his duty to communicate such requirement to the Registrar who would make arrangement to hire the right caliber of staff for him with the approval of the Rector. On hiring the staff, it is the duty of the Registrar to advise the Bursar to put such staff on the college payroll. Also, if a staff from any of the Departments falls sick, it is the duty of the Head of Department concerned to communicate with the Director of Medical Services to give such a staff necessary treatment.

The same thing occurs in the case of multidirectional channel of communication.

The four different channels of communication are shown below.⁵

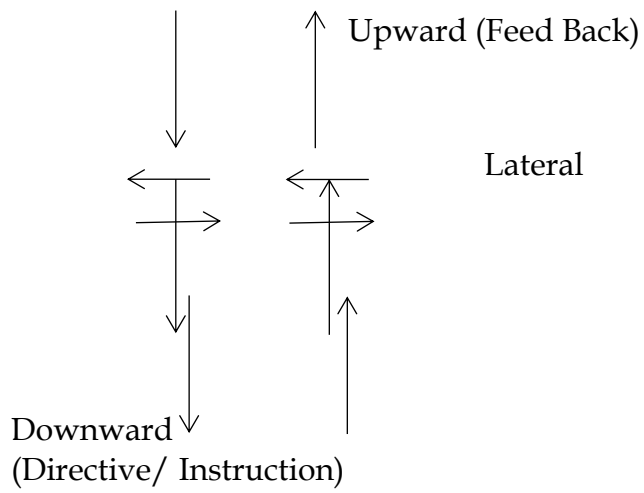


Fig. 1

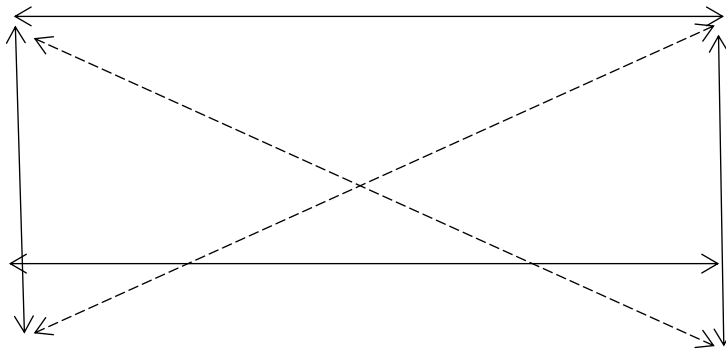
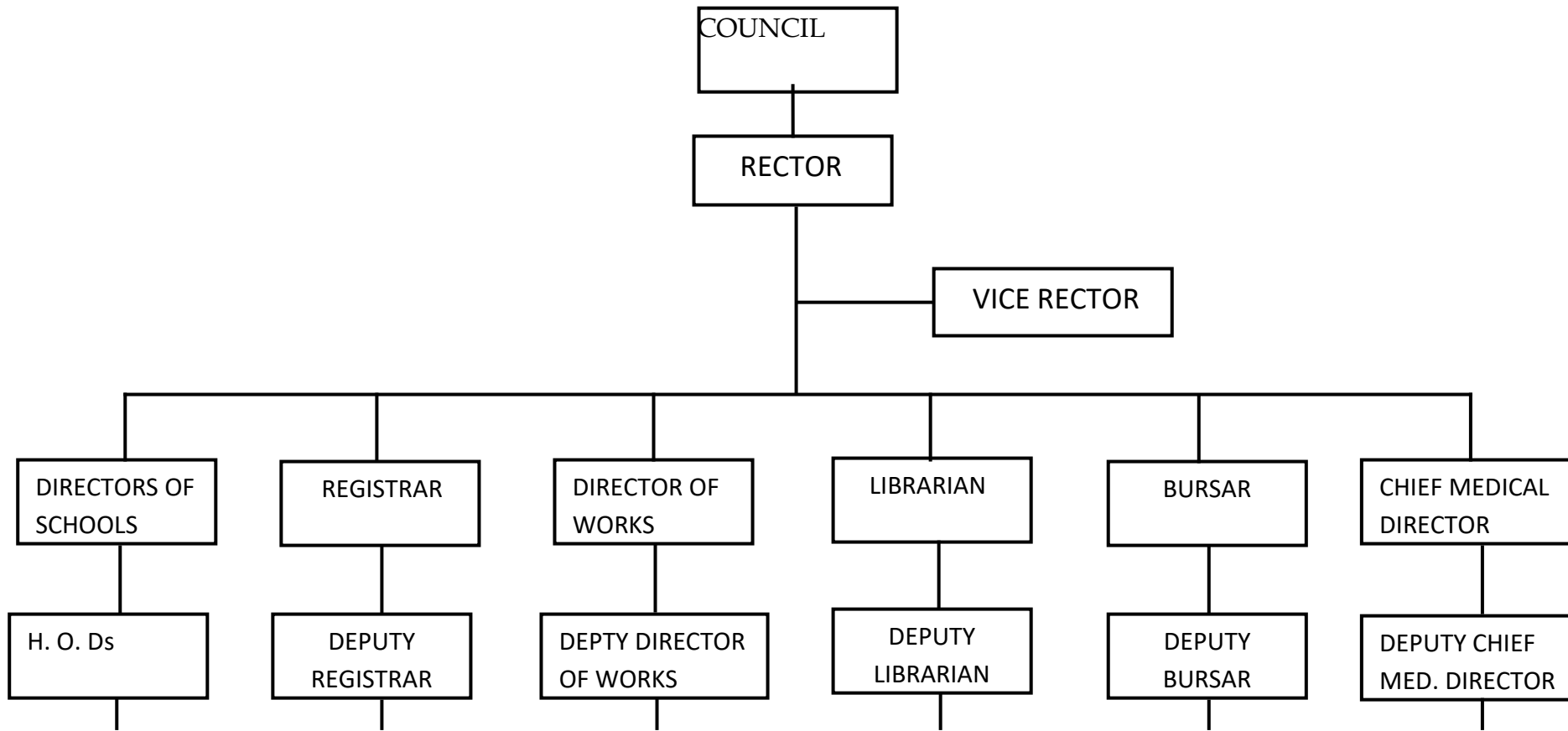


Fig.2 Multi-directional

YABA COLLEGE OF TECHNOLOGY

ORGANISATIONAL STRUCTURE



N.B. - H.O.Ds - Heads of Departments
 P.A.R - Principal Asst. Registrar
 H.O.Ss - Heads of Sections
 P.M.O – Principal Medical Officer

Fig 3

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