

# **SERVICOM Compliance Evaluation Report**

Ensuring Citizen-Focused Service Delivery

Federal Airport Authority of Nigeria (FAAN),  
Ilorin Airport, Kwara State

March 26, 2018

# EXECUTIVE SUMMARY

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION**  
**FEDERAL AIRPORT AUTHORITY OF NIGERIA (FAAN)**  
**ILORIN AIRPORT, KWARA STATE**

**Date of Evaluation:** March 26-27, 2018

**Score:** 1.8 out of 4 (45%)

**Ranking:** Two Star (\*\*) Service

**Description:** Fair

## **Findings**

### **Strengths:**

- In the female toilets provided at the FAAN Ilorin departure lounge, a separate female customised toilet is provided for the physically challenged
- A SERVICOM Customer care desk with complaints book and flexi banner is conspicuous and visibly located at the entrance of the ticketing hall. Customer feedback, complaints and redressal are clearly documented
- The number of flights to the Ilorin airport has increased to three flights by two airlines from the initial single daily flights. This is as a result of increased passenger flow and confidence by the airlines
- The air-conditioning system within the terminal building was very effective and cools the halls adequately for the customers comfort though these were always turned off after each flight and just before the next flight due to the erratic power supply
- The evaluation Team observed most staff wearing their identity cards/ name tags making it easy to distinguish staff, customers & visitors and discouraged touting.
- Customers confirmed staff are attentive, friendly and are seen to provide prompt services to the customers
- At the time of the evaluation, FAAN Ilorin had a nominated focal Officer and desk officers who at every flight monitor service delivery activity in the arrival and departure and around the terminal building

### **Weaknesses:**

- It was observed that though the cleaners regularly cleaned the toilets after every flight, the arrival and departure halls had a lingering strong pungent smell of the low quality chemicals used. The use of the low quality chemicals may have been as a result of the fact that the cleaning contract had not been reviewed for over twenty years to meet up with current market prices and allowances

- Crevices and cracks in the abandoned elevator chamber that housed naked power cables in the terminal building electrocuted a lot of rodents causing serious stench of decomposing animals, this made working environment unbearable especially for the airliners and passengers
- The instrument landing system (ILS) of airport was not in use at the time of evaluation, this hindered landing for large Boeings aircraft especially in bad weather and negates the ICAO status of FAAN
- At the time of the evaluation, only three luggage trolleys were in use. These were observed to be inadequate, stiff, rickety and as old as the thirty-year-old airport itself. Passengers with a lot of luggage had to wait until a free trolley was available or struggle with their luggage to the parking lot.
- Refreshments stand at the airport was inadequate and the only restaurant seen was a distance away from the terminal building where the public address system was not audible. There were no Automated teller machines (ATM) or Point of Sale (POS) gadgets at the airport. This left passengers who had no prior information about this stranded when there was a need to make payments for service
- Though the Ilorin airport had a fuelling dump to refuel aircrafts; the certification process of the quality assurance of fuel sold was not completed. This was against international standards and large aircrafts were unable to fuel when they land as the quality of fuel sold could not be ascertained. This added to delays in flight times of the larger aircrafts who have to go Lagos/ Ibadan airports to refuel. The management of Ilorin airport informed the evaluation team that documentation and necessary authorisation was being processed from the FAAN Headquarters Lagos.
- The public address system within the terminal building was not very clear due to the echo in the terminal building and regular passengers complained that some announcements were not repeated for customers benefit as it may lead to missing of the flights
- As at the time of evaluation, the luggage scanning machine at the airport was yet to be fully installed due to structural adjustments to be made in the terminal building and security officers result to manual checking of customer's luggage. This was quite unprofessional and customers complained about their privacy not respected
- The floors within and walls outside the terminal building were observed to be in need of industrial polishing to brighten them up as they still look quite dirty even after constant cleaning

### Recommendations:

- The Contract between the airport and cleaning company should be reviewed immediately by FAAN Headquarters and new terms of engagement spelt out with proper provision for qualitative cleaning reagents. The cleaners should be properly monitored to ensure thorough cleaning and polishing of the waiting lounges and terminal building
- Crevices and cracks in the abandoned elevator chamber that housed naked power cables in the terminal building should be properly sealed and power cables rerouted and insulated to prevent incidents of electrocuting humans and rodents

- The instrument landing system (ILS) of airport should be recalibrated and put to use to aid the landing of large Boeing aircrafts and to fit the airport's international status
- More luggage trolleys should be provided for passenger use and convenience. The trolleys should be modern, of good quality and light to enable easy handling by passengers
- More Refreshments stands, shops and restaurants should be encouraged within the terminal building for passenger convenience. The empty shops should be made affordable to encourage more patronage by interested business people. Banks should be encouraged to install Automated teller machines (ATM) and the shops should also have Point of Sale (POS) gadgets. This will enable passengers have quick and efficient transactions and also reduce cash transactions for security reasons at the airport.
- The necessary authorisation and documentation should be hastened at the FAAN Headquarters to facilitate the proper certification and quality assurance of the fuelling dump to refuel aircrafts when they land. This will help improve the quality of service, reduce risk of aircrafts being stranded and encourage more airlines to re-route their flights through Ilorin
- The public address system within the terminal building needs to be properly checked and faulty parts repaired for better clarity of information and the staff who Mann the equipment should be properly trained to speak clearly, repeat every announcement thrice as acceptable internationally. The SERVICOM unit should also monitor the clarity and regularity of the announcements. This will help improve the output and quality of information
- The necessary structural adjustments should be hastened to enable the luggage scanning machine at the airport to be fully installed and functional for swift checks and customer convenience. This will ensure professionalism and ensure passenger privacy
- Proper facilities for polishing and cleaning of the terminal building floors and halls should be ensured and periodically used to enable clean reception and better customer comfort

## Conclusion

The SERVICOM Index Score awarded to the Ilorin Airport is **1.8 out of 4 (45%)** which represents **Two star (\*\*)** and indicates **Fair service delivery**. Although this is still far from praiseworthy, it is our belief that the FAAN Ilorin and FAAN headquarters would aim at continuous improvement on the quality of service delivered to the citizens

# MAIN REPORT

## 1.0 Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of the Federal Airports Authority of Nigeria (FAAN), Ilorin. Compliance has been measured against the SERVICOM Index, a yardstick for measuring the quality of service as delivered by Government through its various Ministries, Departments, Parastatals and Agencies (MDAs).

The SERVICOM Index is predicated on the facts that:

- The ultimate purpose of governance is to serve citizens;
- Citizens have the right to be served right;
- Service is well delivered only when citizens are satisfied; and
- The Federal Government is committed to the provisions of SERVICOM (Service Compact with All Nigerians) as a programme to improve service delivery throughout the country.

Customer satisfaction is the overriding consideration of service delivery. Extensive research, consultations and surveys have shown that customer satisfaction is broadly driven by several drivers, listed further below. FAAN Ilorin has been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners, review of key documents and observations made at service windows. The overall Index score for FAAN, Ilorin has been calculated as a weighted average of the scores evaluated for each driver. The weight of importance attached to each driver is as follows:

- |                    |   |     |
|--------------------|---|-----|
| • Service Delivery | - | 30% |
| • Timeliness       | - | 24% |
| • Information      | - | 18% |
| • Professionalism  | - | 16% |
| • Staff Attitude   | - | 12% |

## 2.0 Acknowledgement

We acknowledge the co-operation of the following for their contributions in the course of the evaluation exercise.

- |                                    |  |
|------------------------------------|--|
| • Rt. Hon. Rotimi Chibuike Amaechi | Hon Minister Fed. Min. Of Transportation |
| • Senator Hadi Sirika              | Hon Minister for State Aviation          |
| • Alhaji Sabiu Zakari              | Perm Sec. Fed. Min. of Transportation    |
| • Engr. Saleh Dunoma               | MD/CEO FAAN                              |
| • Mr. Ibrahim Jimoh                | Airport Manager Ilorin                   |
| • Mr E.I. Amos                     | H.O.D. Fire                              |
| • Mr. Aluko Oluwole Ayodeji        | H.O.D. Human Resources                   |
| • Mrs. Adebiji Yemisi              | H.O.D. Operations                        |
| • Mrs Udeh Modesta                 | H.O.D. Safety                            |
| • Mrs Osiagwu Oladayo Olubunmi     | Deputy Director Reforms, Fed. Min.       |

- Mrs Mary Daigbe
- Mr Nwaneri Onyekachi Mark
- Mr Nurudeen Yusuf

Of Transportation  
 Chief SERVICOM Officer, NCAA Lagos  
 SERVICOM, FAAN Headquarters, Lagos  
 Senior Customer Service Officer, FAAN Ilorin

### **3.0 Terms of Reference**

FAAN Ilorin was selected for Service-specific SERVICOM Compliance evaluation following a Presidential directive that all Government, Ministries, Departments and Agencies be evaluated for SERVICOM Compliance.

The Mandate of SERVICOM Compliance Evaluation team is to identify those areas or actions that can bring immediate or urgent improvement in services to citizens.

### **3.1 Background:**

The Federal Airports Authority of Nigeria (FAAN), a Parastatal of the Federal Ministry of Transportation, under the aviation sector is vested with the responsibility of developing and profitable management of customer-centric airport facilities for safe, secure and efficient carriage of passengers and goods at world class standard. The Authority was first established by Decree 45 of 1976 and was then known as Nigerian Airport Authority (NNA). However, the realignment of some functions of Federal Civil Aviation Authority and NNA led to the establishment of FAAN by Decree No.9 of 1996

### **4.0 Methodology**

Federal Airports Authority of Nigeria (FAAN) Ilorin is located in Kwara State. FAAN is a service organization statutorily charged to manage all Commercial Airports in Nigeria and provide service to both passenger and airlines. It generates revenue from both Aeronautical and Non-Aeronautical activities and provides services through several key Directorates and Departments. FAAN through its Directorates and Departments provide the following services to passengers and airlines:

- Development and profitable management of customer-centric airports facilities for safe, secure and efficient carriage of passengers and goods in line with International Civil Aviation Organisation (ICAO) Standards
- Provide safe environment for air transportation
- Provide accommodation and other facilities for effective handling of passengers and freight
- Develop and provide facilities for ground transportation
- Provide commercial services through concessionaires
- Prohibit installation of any structure which by virtue of its high position is considered to endanger the safety of air navigation
- Provide adequate conditions under which passengers and goods may be carried by air and under which aircraft may be used for other gainful purposes
- Charge for service provided by the Authority at airports
- Provide adequate facilities and Personnel for effective security at all airports, etc.



The FAAN provides services to its customers through several key Departments (service frontlines), namely:

- Directorate of Airport Operations
- Directorate of Commercial & Business Development
- Directorate of Aviation Security
- Customer Service Department
- Environmental Department
- Mechanical Department
- Human Resource Departments
- Safety Department

The service windows of FAAN vary significantly. To get a good representation, we considered that we should inspect service windows that:

- Have high or low volume of customers
- Provide full or limited range of essential services

Therefore, FAAN Ilorin was selected for evaluation

The SERVICOM team for this evaluation consisted of two SERVICOM Officers, One staff of the Service Improvement Division in the Federal Ministry of Transportation Headquarters Abuja, One staff of the SERVICOM Department in the Nigerian Civil Aviation Authority Headquarters, Lagos State and the Customer Service/SERVICOM Department staff of the FAAN Headquarters, Lagos State.

Evidence was gathered at the service window through Customer Interviews, discussions with staff and partners, review of key documents and general observations.

Given the peculiar nature of the services provided by FAAN, it was also important to evaluate further evidence by administering questionnaires and conducting interviews with its partners which included Nigerian Immigration Service (NIS), Nigerian Civil Aviation Authority (NCAA) , NIMET and Concessionaires (Cleaners). The website of SERVICOM office: [www.servenigeria.com](http://www.servenigeria.com) and FAAN website: [www.faan.gov.ng](http://www.faan.gov.ng) were also used for the research.

Given the peculiar nature of the services provided by FAAN, it was important to evaluate further evidence by observations and review of the following documents:

The key documents reviewed include:

- The SCRAR
- Standard Operating procedure
- FAAN news track
- FAAN Annual report
- Records of Training
- Minutes of Meetings
- Service charter

## 5.1 Index Score

The table below summarises the result of the evaluation of the service window. Based on these, we have calculated a score for FAAN, Ilorin.

The overall Index score for FAAN, Ilorin is **1.8 out of 4 (45%)**

	Score for FAAN Ilorin
<b>Overall Index score</b>	<b>1.8</b>
<b>Service Delivery</b>	<b>2.2</b>
1 - Standards & practices / performance	2.3
2 - Reception experience	1.9
3 - Complaints & grievance redress	2.3
<b>Timeliness</b>	<b>1.5</b>
1. Standards & practice/performance	1.2
2 . Customer friendliness	1.8
<b>Information</b>	<b>1.4</b>
1 . Information	1.5
2 - Customer feedback	1.3
<b>Professionalism</b>	<b>1.9</b>
1 . Transparency	1.5
2 . Efficiency	2.4
<b>Staff Attitude</b>	<b>2.2</b>

*\* Scores are rounded to one (1) decimal place.*

## 5.2 Key Findings

The following observations have been made on the quality of service delivery provided by the FAAN Ilorin which we feel need to be addressed as a matter of urgency

### 5.2.1 Service Delivery

- The directions and signage at the Ilorin airport were observed to be inadequate.

This caused delays for some passengers who try to locate critical points and hindered the smooth travelling experience of passengers rushing to board their flights.

- Service access for those with physical and mental impairment such as wheel chairs and pictorial guides was not adequately considered in the terminal building
- Facilities connected with the provision of services were not all located in one place as refreshments stands at the airport were inadequate and the only restaurant seen was a distance away from the terminal building where the public address system was not audible. There were no Automated teller machines (ATM) or Point of Sale (POS) gadgets at the airport. This left passengers who had no prior information about this stranded when there was a need to make payments for service
- Provision was not made for transportation and access for staff and workers in the Ilorin airport. Some staff found it difficult to shuttle from the city center to the airport due to the distance and costs of transportation
- At the time of the evaluation, only three luggage trolleys were in use. These were observed to be inadequate, stiff, rickety and as old as the thirty-year-old airport itself. Passengers with a lot of luggage had to wait until a free trolley was available or struggle with their luggage to the parking lot.
- It was observed that though the cleaners regularly cleaned the toilets after every flight, the arrival and departure halls had a lingering strong pungent smell of the low quality chemicals used. The use of the low quality chemicals may have been as a result of the fact that the cleaning contract had not been reviewed for over twenty years to meet up with current market prices and allowances
- Crevices and cracks in the abandoned elevator chamber that housed naked power cables in the terminal building electrocuted a lot of rodents causing serious stench of decomposing animals, this made working environment unbearable especially for the airliners and passengers
- As at the time of evaluation, the luggage scanning machine at the airport was yet to be fully installed due to structural adjustments being made in the terminal building and security officers result to manual checking of customer's luggage. This was quite unprofessional and customers complained about their privacy not respected
- The floors within and walls outside the terminal building were observed to be in need of industrial polishing to brighten them up as they still look quite dirty even after constant cleaning
- Though the Ilorin airport had a fuelling dump to refuel aircrafts; the certification process of the quality assurance of fuel sold was not completed. This was against international standards and large aircrafts were unable to fuel when they land as the quality of fuel sold could not be ascertained. This added to delays in flight times of the larger aircrafts who have to go Lagos/ Ibadan airports to refuel. The management of Ilorin airport informed the evaluation team that documentation and necessary authorisation was being processed from the FAAN Headquarters Lagos.

### **5.2.2 Timeliness**

- It was observed at the time of evaluation that there was no formal system in place to monitor the time spent by passengers while waiting to board their flights to enable management resolve the root cause of the problem
- Though take-off and landing of flights during the evaluation were observed to be timely, regular passengers complained of flight delays by the airlines which affects their travel time and schedule
- Some customers complained that flight delays were not always explained by staff of both FAAN and the concerned airlines and this made them feel like they were not properly served while waiting to board

### **5.2.3 Information**

- The public address system within the terminal building was not very clear due to the echo in the terminal building and regular passengers complained that some announcements were not repeated for customers benefit as it may lead to missing of the flights
- Organizational Chart was not displayed at all service points to inform customers on the hierarchy of staff and who has the last order at a glance
- Many of the passengers, though aware of SERVICOM were not aware of the standards set by FAAN in the provision of service to the customer. Such standards included waiting times etc.
- Results of feedback and comments on service were not communicated to the customers through the use of electronic media, flyers, reports etc. to enable customers know their comments were being acted upon. Some customers said they had complained severally but no improvements were effected such as the clarity of the public address system
- There was no evidence sighted on customer satisfaction surveys conducted by FAAN Ilorin to have constant feedback on how the passengers perceive their services

### **5.2.4 Professionalism**

- As at the time of visit the luggage scanning machine at the airport was not serviceable, as security officers result to manual checking of customers luggage. Customers interviewed were not comfortable with the system, as well it poses risk to customers life and encourage tipping of security officers to bring in prohibited items
- Modern screening machines and state of the art security gadgets such as those used in standard airports globally were lacking at the Ilorin airport for the safety of the staff and passengers
- FAAN Staff interviewed confirmed that adequate and regular trainings were not provided for staff to improve performance and ensure best practices
- Most offices were clearly labelled to guide visitors and passengers to the various service points, this leads to delayed attention and service to customers of the airport

### **5.2.5 Staff Attitude**

- Some passengers complained about the attitude of some airline staff while purchasing their tickets. This reduces from the service quality expected by the passengers

## **6.1 Key Recommendations**

### **6.1.1 Service Delivery**

- Adequate directional signs should be provided at the airport to guide passengers and ensure a smooth travelling experience. It will also improve the time it takes to board their flights
- Service access for those with physical and mental impairment such as wheel chairs and pictorial guides need to be strategically placed at Ilorin airport to aid special needs passengers
- More Refreshments stands, shops and restaurants should be encouraged within the terminal building for passenger convenience. The empty shops should be made affordable to encourage more patronage by interested business people. Banks should be encouraged to install Automated teller machines (ATM) and the shops should also have Point of Sale (POS) gadgets. This will enable passengers have quick and efficient transactions and also reduce cash transactions for security reasons at the airport.
- Provision should be made for staff and workers transportation in the Ilorin airport even if a token will be charged for the bus ride. This will improve staff morale, reduce transportation costs and aid in punctuality to work
- More luggage trolleys should be provided for passengers use and convenience. The trolleys should be modern, of good quality and light to enable easy handling by passengers
- The Contract between the airport and cleaning company should be reviewed immediately by FAAN Headquarters and new terms of engagement spelt out with proper provision for qualitative cleaning reagents. The cleaners should be properly monitored to ensure thorough cleaning and polishing of the waiting lounges and terminal building
- Crevices and cracks in the abandoned elevator chamber that housed naked power cables in the terminal building should be properly sealed and power cables rerouted and insulated to prevent incidents of electrocuting humans and rodents
- The necessary structural adjustments should be hastened to enable the luggage scanning machine at the airport to be fully installed and functional for swift checks and customer convenience. This will ensure professionalism and ensure passenger privacy
- Proper facilities for polishing and cleaning of the terminal building floors and halls should be ensured and periodically used to enable clean reception and better customer comfort
- The necessary authorisation and documentation should be hastened at the FAAN Headquarters to facilitate the installation of the fuelling dump to refuel aircrafts when they land. This will help improve the quality of service, reduce risk of aircrafts being

stranded and encourage more airlines to re-route their flights through Ilorin

### **6.1.2 Timeliness**

- Time spent by the passengers waiting to board their flights should be monitored and improved upon by FAAN Ilorin. Resolving the root cause of the delays by all the stakeholders in the airport-airlines, etc. will result in shorter timelines, better service experience and customer satisfaction
- Flight delays especially those which are frequently occurring should be properly investigated and addressed. Airlines should be held accountable and adequate compensation provided to the passengers
- All flight delays should be explained and apologized for. This soothes the passengers and gives them hope while they await their flights. Light refreshments and other compensation as stipulated in ICAO standards should be made available to reduce the discomfort experienced by the passengers

### **6.1.3 Information**

- The public address system within the terminal building should be promptly repaired to improve the clarity and quality of information dissemination. Staff manning the equipment should be properly trained to speak clearly, repeat every announcement thrice as acceptable internationally. The SERVICOM unit should also monitor the clarity and regularity of the announcements. This will help improve the output and quality of information
- Organizational charts should be displayed at key service points to inform passengers and other customers on the hierarchy of staff and who has the final word on their issues
- Standards of service delivered by FAAN should be clearly displayed and made available to all passengers and customers to guide the expectation of the beneficiaries of services
- Results of feedback and comments on service need to be regularly communicated to the passengers and customers through the use of scrolling electronic boards, electronic media, flyers, reports etc. to enable customers know their comments were being acted upon.
- There is a need for regular and periodic customer satisfaction surveys to be conducted by FAAN Ilorin to enable constant feedback on how the passengers and other customers perceive their services. This will help in service improvement

### **6.1.4 Professionalism**

- As at the time of visit the luggage scanning machine at the airport was not serviceable, as security officers result to manual checking of customers' luggage. Customers interviewed were not comfortable with the system, as well it poses risk to customers life and encourage tipping of security officers to bring in prohibited items
- Modern and state of the art security gadgets such as those used in standard airports globally should be used for the safety of the staff, passengers and customers to the Ilorin airport

- Staff trainings should be invested in by FAAN Management. These are the most valuable assets in the organisation. Trainings will guide and improve service delivery and ensure best practice
- All offices should be clearly labelled to guide visitors and passengers to the necessary points

#### **6.1.5 Staff Attitude**

- FAAN Management should ensure proper monitoring of the airline staff to ensure courteous and prompt treatment of passengers at the ticketing booths

### **6.2 Service Improvement Planning**

Although the question of how these recommendations might best be implemented is a management issue for the Federal Airports Authority of Nigeria (FAAN), Ilorin, Kwara State, the SERVICOM Office, through the SERVICOM Institute will work with the Management of Federal Airports Authority of Nigeria (FAAN), Ilorin and its SERVICOM Unit to develop and guide the implementation of appropriate Service Improvement Plans.

### **6.3 Conclusion**

The SERVICOM Index Score awarded to FAAN, Ilorin is **1.8 out of 4.0 (45%)** which represents **Two star (\*\*)** and indicates **Fair service delivery**. Although this is still far from praiseworthy, it is our belief that FAAN Ilorin would aim at continuous improvement on the quality of service delivered to the citizens