

# **Award of the SERVICOM Index**

**Report of  
SERVICOM Compliance Evaluation of  
Federal Airports Authority of Nigeria (FAAN),  
Maiduguri**

March 26, 2018

# **EXECUTIVE SUMMARY**

## **SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF FEDERAL AIRPORTS AUTHORITY OF NIGERIA (FAAN), Maiduguri**

**Date of Evaluation:**            **march 26, 2018**

**Score:**                            **1.6 out of 4; (40 %)**

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

**Description:**                 **Fair**

### **Findings**

#### **Strengths:**

- Customers attested to the fact that FAAN Maiduguri provides additional staff during peak periods such as Hajj operations to cater for the influx of travellers
- FAAN Maiduguri recognises its dependence on other establishments e.g. Nigerian Airspace Management Agency, NIMET, NCAA etc to provide efficient services to customers
- Staff of FAAN Maiduguri were observed to be very courteous, friendly, attentive and helpful to its Customers

#### **Weaknesses:**

- Most staff do not wear name badges in Maiduguri airport, this makes them unidentifiable to customers and will encourage touting
- FAAN Maiduguri does not have a nominated Complaints Desk Officer that will receive, and process complaints. This makes it difficult for customers to know who to lodge their complaints with when the need arises
- Complaints procedure is not displayed; this makes it difficult for customers to know how, where and who to lodge their complaints to when service fails
- Summary of complaints received from customers over a certain period are not published in fliers, pamphlets, newsletter, etc. for customers to know that their complaints are being acted upon.
- FAAN, Maiduguri does not publish information on the full range of services it provides to customers in a variety of ways such as fliers, pamphlets, newsletter, etc. Non publishing of such vital information does not offer the customers an opportunity to know what kind of services FAAN Maiduguri offers and where its obligations to customers end
- Directional signs are not adequate in Maiduguri airport, this makes it difficult for customers to locate service points with ease when they come for service

## Recommendations:

- All staff should wear name badges in Maiduguri airport, this will make them identifiable to customers and will discourage touting
- Complaints Desk Officer for FAAN Maiduguri should be appointed immediately; this will ensure that complaints are adequately received and processed by the designated officer.
- Customers complaints procedure, guiding them on how to complain, who to complain to, when service fails should be displayed. This will increase the efficiency of FAAN, Maiduguri while dealing with its customers
- Complaints received from customers, staff and the general public should be analysed, summarised and published; this will assure the customers such as airline operators and concessionaires etc that their complaints are acted upon as such complaints could lead to improved service delivery.
- In order to give wider publicity of the services provided by FAAN Maiduguri, information on services rendered should be provided in a variety of ways such as fliers, pamphlets, newsletter etc. This will offer the customer the opportunity to know the service provided by the airport.
- To make it easier for customers to locate service points such as pay points, additional directional signs should be provided in Maiduguri airport

## Conclusion

The SERVICOM Index awarded to the Federal Airports Authority of Nigeria (FAAN), Maiduguri is **1.5** out of **4.0 (37.5%)** which represents **Two Star (\*\*)** and indicates 'fair' service delivery. Although this is still far from praiseworthy, it is our belief that FAAN, Maiduguri would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are considered and faithfully implemented.

# **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), Maiduguri. 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.

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, Maiduguri 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, Maiduguri 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:

1. Minister of Aviation
2. Perm. Sec., Min. of Aviation
3. Engr. Sale Dunoma - Managing Director/CEO FAAN
4. Mr. Nazeeb M. Saidu - Airport Manager
5. Abdullahi Usman - Rep. AVSEC
6. Umar Aliyu - HOD, Land, Water and Survey
7. Kalli habu - HOD, Mechanical
8. Abdulkadir baba - HOD, Operations
9. Salisu Garba N - HOD, Environmental Services
10. Abdullahi Muhammad - HOD, Civil and Building

|                     |   |                          |
|---------------------|---|--------------------------|
| 11. Bashir Boryo    | - | HOD, Commercial          |
| 12. Aliyu Umar      | - | HOD, ARFF&S              |
| 13. Timothy Ishaku  | - | HOD, Medicals            |
| 14. Ali Adamu Dibal | - | HOD, Accounts            |
| 15. Abdullahi Shehu | - | HOD, Stores              |
| 16. Abubakar Isa    | - | HOD, Electrical          |
| 17. Suleiman M.S.   | - | Human Resource/ SERVICOM |

### **3.0 Terms of Reference**

FAAN was selected for SERVICOM Index Compliance evaluation following a Presidential directive that all Government Departments and Agencies be evaluated for SERVICOM Index Compliance.

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

### **4.0 Methodology**

In 1976, the Federal Government established Nigerian Airports Authority (NAA) under decree 45 and vested it with the responsibility of managing and maintaining the airports and facilities except navigational aids. On 31<sup>st</sup> August, 1995 the Federal Government created the Federal Airports Authority of Nigeria a result of the civil aviation reforms. FAAN has twenty two airports located in the Federation with four functional international airports located in: Lagos, Abuja, Kano and Port Harcourt.

FAAN is responsible for ensuring the following services amongst others:

- Development and maintenance of airports within the Nigerian territory
- 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 service windows of FAAN vary significantly. To get a good representation, we considered that we should inspect service windows that vary in:

1. Sizes (large or small)
2. Volume of Customers (High or Low)
3. Range of Services Provided (Full range of service or limited range of services)

Thus a sample of service window representative of services provided by FAAN, Maiduguri would consist of three (3) windows in the International and Domestic wings as follows:

1. **Airport Operations:** The Operations Department is the life wire of the airport. This is so because it takes care of all operational activities such as the facilitation of safety, provision of bird control, statistics, etc. It also plays the part of a mini-ambassador to the country through its information unit.
2. **Aviation Security:** This is the newest directorate in FAAN. It takes care of safety of aircraft and passengers at airports, industrial security of property such as parked aircraft, cargo in warehouses and property in offices
3. **Commercial and Business Development:** This department combines the basic ideals of income collection, target achievement and investment Management interest of FAAN. It generates income for the day-to-day running of the Authority's administration and the operation of the twenty two (22) airports under its management.

The SERVICOM team for this evaluation consisted of two (2) SERVICOM Officers, Nodal Officer FAAN Murtala Muhammed International Airport, Ikeja and staff of the MSU.

Evidence was gathered through customer interviews, discussions with staff and partners, reviews of key documents and general observations.

#### **Other customers, staff or documents consulted**

Given the particular nature of the services provided by FAAN, it was also important to evaluate further evidence by conducting mystery shopping exercises, administering questionnaires, and conducting interviews with its partners (including Nigeria Customs Service, NCAA, NAHCOL) The websites of SERVICOM Office [www.servenigeria.com](http://www.servenigeria.com) was also used for research.



The key documents reviewed include:

- FAAN Charter
- FAAN Approved Budget for 2018
- FAAN Financial Statements for the year ended 31<sup>st</sup> December, 2017
- FAAN Budget Performance Jan- Aug, 2008
- Report on Staff performance evaluation(1<sup>st</sup> quarter of 2008)
- FAAN Training Records
- FAAN Conditions of Service
- FAAN Administrative Manual

## 5.0 Findings

The findings presented in this section comprise of an Index score, observations on the Service Charter and on the quality of service delivery found at the several service windows.

### 5.1 Charter Evaluation

The evaluated score for the Service Charter of FAAN is **two (2)** out of **three (3)**;  
**Description: Suitable**

#### 5.1.1 Findings on Service Charter:

- Vision statement has no time frame attached
- Purpose of the charter is not stated
- Provision for those with special needs (blind, deaf and those who can not speak English) is not stated in the charter

#### 5.1.2 Recommendations for improving Service Charter

- Vision statement should have a time frame to serve as a yard stick for measuring performance
- Purpose of the charter should be stated
- Provision for those with special needs (blind, deaf and those who can not speak English) should be stated in the charter

## 5.2 Index score

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

The overall Index score for FAAN, Maiduguri is: **1.6 out of 4 (40%)**

**Description: 'Fair**

### 5.3 Key findings

|   | Score for FAAN, Maiduguri |
|---|---------------------------|
| <b>Overall Index score</b>              | <b>1.6</b>                |
| <b>Service Delivery</b>                 | <b>1.6</b>                |
| 1 . Standards & practices / performance | 1.9                       |
| 2 - Reception experience                | 1.7                       |
| 3 . Complaints & grievance redress      | 1.2                       |
| <b>Timeliness</b>                       | <b>1.8</b>                |
| 1. Standards& practice/performance      | 1.3                       |
| 2 . Customer friendliness               | 2.2                       |
| <b>Information</b>                      | <b>1.4</b>                |
| 1 . Information                         | 1.6                       |
| 2 - Customer feedback                   | 1.2                       |
| <b>Professionalism</b>                  | <b>1.4</b>                |
| 1 . Transparency                        | 1.1                       |
| 2 . Efficiency                          | 1.8                       |
| <b>Staff Attitude</b>                   | <b>1.5</b>                |

The following observations have been made on the quality of service delivery provided by the service windows evaluated, which we feel need to be addressed as a matter of Urgency:

#### 5.3.1 Service Delivery

- There was no signage to guide first time customers/visitors to the airport with ease from the main road at the time of the evaluation; this causes unnecessary stress while trying to locate and access the airport by this particular group of customers
- FAAN Maiduguri has no clearly identifiable Customer Care Desk/Officer to help, guide customers when in need; this reduces the satisfaction level of the customers

- Though the airport's terminal is undergoing renovation (which was stopped for some years now); the convenience (toilet) at the temporary building that serves as terminal (Borno State Protocol Office) is grossly inadequate as only one toilet was seen to be used by both males and females passengers. This reduces their reception experience and infringes on their privacy
- There was no SERVICOM Unit in place at the time of the evaluation; this limits the knowledge and understanding of both staff and customers as to what the initiative can do to improve service delivery
- Most staff and customers interviewed confirmed that they have not seen FAAN's Service Charter nor provided their input during the service charter review. This suggests that wider consultation for inputs was not thoroughly conducted during the review and this affects the ownership, expectations and obligations of both customers and staff
- Everything about the service is not connected in one place (one-stop-shop) as the eateries, airline offices (ticketing), etc. are located outside the temporary terminal; this causes unnecessary stress to the passengers as they have to move from one place to another for service
- Though there were no night flights at the time of evaluation in Maiduguri, no over-night parking-space for passengers who might wish to keep their vehicles over-night was provided. This causes inconveniences to customers who might wish to keep their vehicles till next day(s) and equally loss of revenue to FAAN
- Scanning machine was not installed at the temporary terminal's arrival and departure entrance; this poses danger to passengers and staff looking at the peculiar security situation of Maiduguri
- Staff were not adequate in some departments as observed during the evaluation, e.g. at the medical services, only two (2) staff were available and none is a certified medical doctor, nurse or mid-wife
- Of the eleven breathing apparatus of the fire-service Department, only one on cylinder is filled. This is grossly inadequate to address and handle any unforeseen misfortune.

### **5.3.2 Timeliness**

- Customers are not told of foreseen and unforeseen interruptions to service, this does not assure the customers of adequate information when such interruptions occur.

### **5.3.3 Information**

- Passengers confirmed that announcement on arrivals, delays, etc of flights are not clear all the times. This makes it difficult for customers to comprehend what the announcement is meant to achieve
- FAAN Maiduguri has not produced and published information on the full range of services it provides in a variety of ways such as fliers, pamphlets, newsletter etc to customers; this does not offer customers the opportunity to know their expectations and obligation with respect to the services provided by the airport
- Customers confirmed that no provision was made by FAAN Maiduguri to encourage comments on its services; as such it becomes difficult for customers

to express their feelings on the way services are delivered to them as well as their experiences

- No evidence was provided that FAAN Maiduguri has conducted customer satisfaction survey to enable it determine the perception level of its services and to identify areas that need improvement
- There is no officer nominated to collect and collate comments/complaints from customers with a view to improve services

#### **5.3.4 Professionalism**

- Organisational chart is not displayed at service outlets for customers to know the hierarchy of staff and to identify who to meet when the need arises
- There was no evidence that complaints received from customers over a period of time are recorded, analysed and reported to management. This makes it difficult to track and determine trends of complaints for service improvement purposes
- Though it was gathered from staff that contract for the renovation/construction of FAAN Office, Maiduguri has been awarded, work is yet to commence. The present office is in a dilapidated condition not-befitting a conducive working environment e.g. with most of the ceilings leaking when it rains and threatening to fall down.
- Working tools, e.g. computers, patrol vehicles, photo-copiers are grossly inadequate. This affects efficient service delivery to customers.

#### **5.3.5 Staff Attitude**

- FAAN Maiduguri has not produced, published and displayed its Customer care policy at various service points of the airport; this reduces the quality of staff-customer relationship management
- Most staff have complained that they not been trained for over five (5) years; this affects their productivity and efficiency in service delivery to customers

### **5.4 Additional findings**

The following additional observations were also made on the quality of services delivered, which may also need attention:

#### **5.4.1**

### **6.0 Recommendations**

The following recommendations are provided in order to suggest actions that can be taken which could directly lead to improvements in service delivery. In this report, we are unable to comment on general constraints relating to physical or human resources, or structural and systemic issues, which may impinge on effective delivery of services to the public.

## 6.1 Key recommendations

### 6.1.1 Service Delivery

- Bill boards and directional signage should be placed conspicuously from the high way from Maiduguri town to guide first time customers/visitors to the airport. This would ease location and access to the airport.
- A Customer Care Desk/Officer should be appointed to help, guide customers when in need; this improves the satisfaction level of the customers
- Though the airport's terminal is undergoing renovation, an additional convenience (toilet) at the temporary building should be provided to serve as male's or female's toilet. This would give room for privacy and convenience of customers
- A SERVICOM Unit should be created to ensure effective and efficient service delivery at the airport. This will greatly improve customer experience
- All Staff of FAAN Maiduguri should be sensitized on the knowledge and importance of the Service Charter in delivering services to the customers.
- The permanent terminal should be speedily completed to enable a (one-stop-shop) services such as the eateries, airline offices (ticketing), waiting area etc. to be located in one place; this would greatly ease the stress to the passengers as they have to move from one place to another to access those services
- The AVSEC and parking space management should ensure the convenience and security of parked vehicles at the parking lot for a minimal cost, for passengers who might wish to keep their vehicles over-night. This would create a lot of convenience for customers who might wish to keep their vehicles till next day(s) and generate revenue to FAAN
- Scanning machine was not installed at the temporary terminal's arrival and departure entrance; this poses danger to passengers and staff looking at the peculiar security situation of Maiduguri
- All departments and offices in FAAN Maiduguri should be adequately Staffed with qualified personnel especially those concerned with health, safety and security of the customers
- The Aerodrome Rescue and Fire Fighting Services, **ARFFS** Department should be adequately equipped with all necessary equipment and apparatus to fight fire and rescue passenger in case of eventual accident or any unforeseen misfortune.

### 6.1.2 Timeliness

- Customers especially travellers who are waiting to depart should be clearly informed of any delay in their flight, why the delay and an apology the inconveniences such delay may cause the passengers

### **6.1.3 Information**

- Public address and announcements should be simple, clear, unambiguous, courteous and concise and directed to inform customer/Passengers on a particular issue at a time. This makes it easier for customers to comprehend the information.
- FAAN Maiduguri should inform its customers on the full range of services it provides in a variety of ways such as fliers, pamphlets, newsletter etc. this would offer customers, the opportunity to know their expectations and obligation with respect to the services provided by the airport.
- An avenue such as a customer care desk or customer relations activity Register should be placed strategically for customers to air their views and feelings conveniently
- FAAN Maiduguri should conduct its customers satisfaction survey with a view to determine how the customers feel about the services provided and to identify areas that need improvement
- An officer should be nominated to collect and collate comments/complaints from customers. This will highlight points of services that need to be improved upon.

### **6.1.4 Professionalism**

- Organisational chart of FAAN, Maiduguri should be displayed at all service outlets for customers to know the hierarchy of staff and to identify who to meet when the need arises.
- Complaints received from customers over a period of time should be recorded, analysed and reported to management. The results of the analyses may determine points of service failure to be addressed for service improvement
- The contractor awarded the renovation/construction of FAAN Office, Maiduguri should be asked to hasten his work to alleviate both Customers and Staff suffering due to The condition of the temporary office presently occupied
- Working tools, such as computers, patrol vehicles, photo-copiers should be adequately provided. This would improve the efficiency and effectiveness of service delivery to customers.

### **6.1.5 Staff Attitude**

- All staff should be trained on wide range of services they provide and especially on customer care; This improve staff efficiency and better their relationship and proficiency while dealing with customers

## **6.2 Additional Recommendations**

### **6.2.1 Information**

- To make it easier for customers to locate service points, additional directional signs should be put in place in Maiduguri airport, e.g at pay points, etc.

### **6.2.2 Professionalism**

- Organisational chart should be displayed at all service outlets in Maiduguri airport for customers to know the hierarchy of staff and to identify who to meet when the need arises

## **6.3 Service Improvement Planning**

Although the question of how these recommendations might best be implemented is a management issue for FAAN, Maiduguri, SERVICOM Office through the SERVICOM Institute will work with the management of FAAN and its SERVICOM Unit to develop and guide the implementation of appropriate Service Improvement Plans.

## **6.4 Conclusion**

The SERVICOM Index awarded to FAAN, Maiduguri is **1.6** out of **4.0 (40%)** which represents **two star (\*\*)** and indicates **'fair' service delivery**. Although this is still far from praiseworthy, it is our belief that FAAN would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are considered and faithfully implemented.