

**SERVICOM Compliance Evaluation Report
Of**

**Federal Airports Authority of Nigeria (FAAN),
Port Harcourt International Airport, Omagwa
Rivers State.**

March 26, 2018

EXECUTIVE SUMMARY

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF
FEDERAL AIRPORTS AUTHORITY OF NIGERIA (FAAN),
PORT HARCOURT INTERNATIONAL AIRPORT- RIVERS STATE**

Date of Evaluation: 26 – 27 March, 2018
Score: 1.7 out of 4; (42.5 %)

Ranking: Two Star (**) Service

Description: Fair

Findings

Strength:

- The Management of Port Harcourt International Airport is service delivery focused and has put in place mechanisms such as creating a SERVICOM desk at the information point in the Domestic/International wings where customers can complain and make enquiries for sustained service delivery at the Airport
- Customers confirmed that the Airport services in the areas of clean toilet facilities and prompt response to complaints have improved over time as their complaints are now being attended to without much delay as customer desk officers are on hand to attend to passengers.
- The Management of the P/H International Airport has carried out customer satisfaction surveys to determine the level of customer satisfaction to address aspect of the airport services that require improvement e.g by way of designated Taxi Car parks in town to make entrance into the Airport easier and cost effective for customers/stakeholders who find it difficult to access the Airport
- Staff were observed to treat customers with sensitivity by being polite and courteous. They were also seen to be attentive to customers thus enhancing prompt service delivery
- Customers of the Airport attest to the fact that the Airport Management has put in place mechanisms to provide for the physically challenged passengers i.e provision of wheel chairs

Weakness:

- Customers complained that the P/H International Airport does not compare well with other similar organisation/Airports due to the infrastructural deficit which has greatly hampered the service delivery process in FAAN Port Harcourt. This causes difficulty to customers/stakeholders and puts pressure on staff working at the Airport
- Staff and passengers as well as stakeholders confirmed that some security officials and other government agencies attached to the Airport take undue advantage of international passengers by way of soliciting money/tips from

unsuspecting passengers to facilitate either their travel process within or outside the country. A practice which defames the nation and not in line with best practices which also undermine the Presidential Executive Order 001 on the ease of doing business.

- Customers interviewed perceived that the Airport is not efficient and does not provide all necessary services. e.g No Conveyor belt. Thus they expressed with anger their displeasure with the state of the Airport referring to it as **%a Luggage dump, a disgrace to an International Airport, a neglected project** +etc due to the fact that the structure has since been undergoing renovation/remodelling which seems not to have a completion date in view
- The absence of a proper structure at the Arrival Terminal of the Port Harcourt International Airport has made Passengers and staff to be at the mercy of the weather at the Port Harcourt International Airport. The situation presents a pitiable state during the rainy seasons as our mystery shopping experience reveals that passengers are seen carrying their luggage in the rain due to the make shift arrival terminal housed in a Tarpaulin. A situation which has caused the Airport to be rated among the worst Airports in the %world+
- It was observed that most of the Street lighting along the major access road to the toll gate of the P/H international airport are faulty; this heightens panic among customers en-route to the airport
- Some equipment and facilities of Aerodrome Rescue and Fire Fighting Services (ARFFS) are obsolete and not adequate; a situation which should be arrested in order to forestall unforeseen accidents. For example there are not enough Ambulance, Water tanker and the First Aid box is not equipped. This falls short of what is expected of a CAT 8 category Airport under which P/H Int. Airport falls
- Staff complained that working tools, such as stationaries, photocopy machines, printers, operational vehicles to cover airfield inspection, are inadequate. This hinders quick resolution of issues arising from the administration of the Airport thereby causing delay in service delivery process to customers
- There were general complaints on shortage of staff in most of the departments visited. For example in the Aviation Clinic only two doctors attend to the staff, sick passengers on board and also sick patients of the host/neighboring communities. The Fire Bay, Operations and Commercial departments are also not left out. This affects staff productivity and also in the treatment of customers in providing quality service

Recommendations:

- The Port Harcourt International Airport as one of the symbols of our national pride should be provided with adequate infrastructure to compare well with other similar organisations/Airports. This would ease efficient service delivery and promote a good image of our country especially first time visitors to Nigeria.
- Security officials stationed at the Arrival terminal should be educated on best practice and properly monitored while discharging their duties. This would reduce the incidence of them having to take undue advantage of international passengers by way of soliciting money
- The on-going Renovation/Remodelling of the Airport should be completed with all necessary services in place such as the Conveyor belt at the Airport. This would reduce customers anger and correct the prevailing perception of the Airport that it is not efficient
- A more befitting temporary structure for the Arrival terminal at the Airport should be put in place in order to adequately manage staff and customer experience at the Airport during the rainy season
- Faulty street lights and lighting issues at the Airport should be addressed to better illuminate the Airport and give customers a serenity while plying the access road
- Adequate equipment and facilities for the Aerodrome Rescue and Fire Fighting Services (ARFFS) should be provided while the existing ones should be upgraded in order to forestall unforeseen accidents and improve the efficiency of the Department
- Working tools, such as stationaries, photocopy machines, printers, operational vehicles, etc, should be provided. This would enhance staff performance and improved service delivery to customers.
- The Management of PH International Airport should look into the issue of shortage of personnel. Adequate manpower would promote quality service delivery and enhance staff productivity

Conclusion

The SERVICOM index awarded to the Federal Airports Authority of Nigeria (FAAN), Port Harcourt International Airport is **1.7 out of 4.0 (42.5%)** which represents **Two Star (**)** **Service** and indicates **'Fair' service**. Although this is still far from praiseworthy, it is our belief that FAAN, Port Harcourt International Airport would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are 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), Port Harcourt International Airport. 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, Port Harcourt 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, Port Harcourt 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. Honourable Chibuike Amaechi - Minister of Transportation
2. Hadi Sirika - Minister of State Aviation
3. Engr. Saleh Dunoma - Managing Director/CEO FAAN
4. Mr. Ojo Afolabi - Regional General Manager FAAN P/H
5. Mr. Ojumu A. B. - Ag. H.O.D Human Resources FAAN P/H
6. Mrs. Ogoru F - Acting H.O.D Operations FAAN P/H
7. Mr. Adebayo Korede - H.O.D (LWS) FAAN P/H
8. Mrs. Chima I. J - Acting H.O.D ARFFS FAAN P/H
9. Dr. N. A. Mwadi - H.O.D Aviation Medical FAAN P/H
10. Mrs. Nnadozie Akudo - Ag.H.O.D. Customer Service/SERVICOM FP/H
11. Mr. Amana Albert - Acting H.O.D AVSEC FAAN P/H
12. Mr. Sulola Johnson MON - Asst Dir. SERVICOM Min of Transportation
13. Mrs. Basse F.A. - SERVICOM NCAA
14. Mrs. Emeagbor Harriet - SERVICOM NCAA

3.0 Terms of Reference

FAAN was selected for SERVICOM Compliance Evaluation following a Presidential directive that all Government Ministries, Departments and Agencies be evaluated for SERVICOM 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.

3.1. Background of FAAN

The Federal Airports Authority of Nigeria, a Parastatal of the Federal Ministry of Transportation (Aviation Sector), is vested with the responsibilities of developing a profitable management of customer-centric airports 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 Airports Authority (NAA) and later had its functions re-aligned by Decree No.9 of 1996.

4.0 Methodology

The Federal Airport Authority of Nigeria, Port Harcourt International Airport is located in Omagwa, a suburb of Port Harcourt, the capital city of the Rivers State. FAAN is a service organization statutorily charged to manage all Commercial Airports in Nigeria and provide service to both passengers and airlines. It generates revenue from both Aeronautical and Non-Aeronautical activities and provides services through several key Directorates and Departments as follows:

- a. Directorate of Airports Operations
- b. Directorate of Commercial Service and Business Development
- c. Directorate of Aviation Security
- d. Customer Service Department
- e. Environmental Department
- f. Mechanical Department
- g. Human Resources Department, etc

FAAN, through its Directorates and Departments provide the following services to passengers and airlines:

- a. Provide safe environment for air transportation
- b. Provide accommodation and other facilities for effective handling of passengers and freight
- c. Develop and provide facilities for ground transportation
- d. Provide commercial services through concessionaires
- e. Prohibit installation of any structure which by virtue of its high position is considered to endanger the safety of air navigation
- f. Provide adequate conditions under which passengers and goods may be carried by air and under which aircraft may be used for other gainful purposes
- g. Charge for service provided by the Authority at airports
- h. 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:

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

Therefore FAAN, Port Harcourt International Airport was selected for evaluation in order to assess its passenger service experience from entry to exit.

The SERVICOM team for this evaluation consisted of two (2) SERVICOM Officers, Ag.H.O.D. Customer Service/SERVICOM FAAN Port Harcourt, Nodal Officer Federal Ministry of Transportation and two Representatives from the Nigerian Civil Aviation Authority (NCAA) as observers.

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

Other customers, staff or documents consulted

Given the peculiar nature of the services provided by FAAN, Port Harcourt International Airport, it was also important to evaluate further evidence by administering questionnaires and conducting interviews with its partners which included Arik Airline, Airpeace Airline, Dana Air, NAFDAC, DSS, Car Rentals and Trolley Service Management etc. The website of SERVICOM office: www.servenigeria.com and that of FAAN were also used for the research.

The key documents reviewed include:

- FAAN Charter
- FAAN Approved Budget for 2018
- FAAN Financial Statements for the year ended 31st December, 2017
- FAAN Budget Performance Jan- Aug, 2008
- Report on Staff performance evaluation(1st quarter of 2008)
- FAAN Training Records
- FAAN Conditions of Service,
- Minutes of Stakeholder Meetings (Airport Security P/H)
- Flyers, Posters, Hand bills
- Customer Survey Forms
- FAAN 2017 Annual Report for Port-Harcourt International Airport
- Quarterly Reports for Port-Harcourt International Airport
- Monthly Reports for Port-Harcourt International Airport (Jan & Feb. 2018)
- etc

4.0 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, Port Harcourt International Airport. The overall Index score for FAAN, Port - Harcourt International Airport is: **1.7 out of 4 (42.5%) Description: 'Fair'**

	Score for FAAN, Port Harcourt International Airport.
Overall Index Score	1.7
Service Delivery	1.8
1 . Standards & practices / performance	1.8
2 - Reception experience	1.7
3 . Complaints & grievance redress	1.8
Timeliness	1.7
1. Standards& practice/performance	1.2
2 . Customer friendliness	2.2
Information	1.8
1 . Information	1.8
2 - Customer feedback	1.9
Professionalism	1.3
1 . Transparency	1.1
2 . Efficiency	1.5
Staff Attitude	1.6

5.1 Key findings

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

5.1.1 Service Delivery

- Customers complained that the P/H International Airport does not compare well with other similar organisation/Airports due to the infrastructural deficit which has greatly hampered the service delivery process in FAAN Port Harcourt. This has caused difficulty to customers and put pressure on staff working at the Airport
- Staff discoursed that there is inadequate budget appropriation and delayed releases of appropriated funds to the Airport. This has caused delays in the execution and completion of projects at the Airport
- Directional signs provided on doors and service points are not adequate for customers to access service in a timely manner especially for first time visitors to the terminal who are not familiar with the environment
- Both staff and customers complained that access road leading to the Airport which also leads to other neighbouring communities, records a lot of accidents due to the volume of traffic on the road and its narrowness. This poses great danger to the lives of customers/stakeholders
- Staff and stakeholders confirmed that the existing Closed Circuit Television (CCTV) does not cover all strategic areas of the airport; which leaves some areas prone to security threats/breaches
- There were general complaints on shortage of staff in most of the departments visited. For example in the Aviation Clinic only two doctors attend to the staff, sick passengers on board and also sick patients of the host/neighboring communities. The Fire Bay, Operations and Commercial departments are also not left out. This affects staff productivity and efficient treatment of customers in providing quality service

5.1.2 Timeliness

- Set standard for reliability and punctuality of service delivery is not met by the P/H International Airport. The services provided at the airport are poor when compared with some other airports within the country and are not reliable. For instance, services of the Trolley, Car Hire etc are not well organised to meet the demands of the customers and the cooling system in the Departure lounge is poor
- There is no system in place to monitor how long it takes Passengers to get their luggage on arrival at the airport; this agitates passengers as was witnessed by the evaluators through interactions with customers (passengers)

- There is no system in place to monitor waiting times e.g. concessionaires are not aware of how long it takes to have their applications processed to enable staff monitor and adhere to time spent by customers while waiting to receive service

5.1.3 Information

- Costs and payments procedures are not clearly detailed and displayed at service points. For example, the existing charges displayed at the Car park are faint while the receipt issued to cars at Toll Gates reads different amount from what is printed only to be corrected manually. This causes misgivings among the passengers and the staff and does not create confidence in the service delivery process of the Airport

5.1.4 Professionalism

- Customers interviewed perceived that the Airport is not efficient and does not provide all necessary services. e.g No Conveyor belt. Thus they expressed with anger their displeasure with the state of the Airport referring to it as **%a Luggage dump, a disgrace to an International Airport, a neglected project** +etc due to the fact that the structure has since been undergoing renovation/remodelling which seems not to have a completion date in view
- Staff and passengers as well as stakeholders confirmed that some security officials take undue advantage of international passengers by way of soliciting money/tips from unsuspecting passengers to facilitate either their travel process within or outside the country. A practice which defames the nation and not in line with best practices and also undermine the Presidential Executive Order 001 on the ease of doing business
- The environments within the Airport are bushy and have overgrown weeds; which makes the vicinity unkempt thus making it unsafe for business transaction and effective service delivery and could increase risk to aircraft
- It was observed that most of the Street lighting along the major access road to the toll gate of the P/H International Airport are faulty; this heightens panic among customers en-route to the airport
- Staff complained that working tools, such as stationaries, photocopy machines, printers, operational vehicles to cover airfield inspection, are inadequate. This hinders quick resolution of issues arising from the administration of the Airport thereby causing delay in service delivery process to customers

5.1.5 Staff Attitude

- Not all staff have received training on customer care and complaints handling. This affects the level of their professionalism in handling complaints and in treatment of customers
- It was observed that Staff lacked maintenance culture; therefore most of the equipment are being vandalised without proper maintenance. This hinders the

longevity of tools and equipment procured to render service and impedes effective functionality

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 Information

- Though it was stated in the FAAN Charter, that the Airports give information in other languages, it was not observed during the evaluation period that such services are provided. This might create difficulty to some foreigners and citizens who do not speak or understand English

5.4.4 Professionalism

- Some equipment and facilities of Aerodrome Rescue and Fire Fighting Services (ARFFS) are obsolete and not adequate; a situation which should be arrested in order to forestall unforeseen accidents. For example there are not enough Ambulance, Water tanker and the First Aid box was not equipped. This falls short of what is expected of a CAT 8 category Airport under which P/H Int. Airport falls
- Training of Staff especially refresher and update training is poor a situation which was widely attested to by various cadre of staff Senior and junior. This affect staff productivity in efficient service delivery
- Organisational charts are not displayed at all service points so that the hierarchy of the organisation is known to customers to enable them know where to go for service as the need arises
- Interaction with some staff reveals that the office of the Airport Manager also doubles as the Regional Manager South South/ South East without additional remuneration or additional budget to cover the region since the individual Airport is autonomous in its budget allocation. This hinders effective monitoring of the Airports at the Region

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

- The Port Harcourt International Airport as one of the symbols of our national pride should be provided with adequate infrastructure to compare well with other similar organisations/Airports. This would ease efficient service delivery and project a good image of our country especially first time visitors to Nigeria.
- The Federal Government and FAAN management should provide adequate funding for the operations of the Airport and prompt releases of budgeted funds made to the P/H International Airport to ensure effective and efficient running of the Airport
- Adequate directional signs should be provided at the Airport to direct customers especially for first time visitors who are not familiar with the environment for easy access to service. More attention should be placed on doors and service points
- Dualisation of the access road leading to the airport should be carried out to avoid frequent accidents; FAAN management could liaise with the State Government to make this a reality for the comfort of customers. Provision of an alternative road or Relocation of road to the neighboring communities should also be considered
- Adequate CCTV should be provided to cover all strategic points within the Airport this would ensure effective monitoring of the Airports activities and adequate surveillance to ensure that there are no security threats/breaches
- The management of PH International Airport should look into the issue of shortage of personnel. Adequate manpower would promote quality service delivery and enhance productivity

6.1.2 Timeliness

- The Airport should upgrade its services in line with international standards to enable it compare well with other airports of its category within and outside the country. Services of the Trolley, Car Hire etc should be well organised to meet the demands of the customers. Outstanding repairs should also be effected as quickly as possible
- Standards should be set and met for waiting times for baggage collection. This would promote prompt service, ensure efficiency and reduce delay associated with baggage collection
- There should be a system in place to monitor waiting times to enable staff monitor and adhere to time spent by customers while waiting to receive service e.g. concessionaires should be aware of how long it takes to have their requests to be processed

6.1.3 Information

- Costs and payments procedures should be clearly detailed and displayed at service points. The existing charges displayed at the Car park should be replaced and made bold while the receipt issued to cars at Toll Gates should read the exact amount to be paid. The existing practice of using biro to correct manually should be discontinued. This would create trust and confidence in the service delivery process of the Airport and prevent hidden charges.

6.1.4 Professionalism

- The on-going Renovation/Remodelling of the Airport should be completed with all necessary services in place such as the Conveyor belt at the Airport. This would reduce customers anger and correct the prevailing perception of the Airport as being inefficient
- Security officials and other government agencies stationed at the Arrival terminal should be educated on best practice and should be properly monitored while discharging their duties. This would reduce the incidence of them having to take undue advantage of local/international passengers by way of soliciting money as bribe
- The Airport surroundings should be given a facelift; FAAN management should procure bulldozers, tractors and mowers to cut and keep the premises maintained to make the environment safe and more customer friendly for improved reception experience to all customers
- Faulty street lights and lighting issues at the Airport should be addressed to better illuminate the Airport and give customers a serenity while plying the access road
- Adequate working tools, such as stationaries, photocopy machines, printers, operational vehicles, etc, should be provided. This would enhance staff performance and improved service delivery to customers.

6.1.5 Staff Attitude

- All staff should be trained on customer care such and on complaints handling; this would improve their relationship and proficiency while dealing with customers
- Staff should be trained to develop a maintenance culture, in order to ensure that tools and equipment procured for service delivery serve the purpose for which it was procured.

6.2 Additional Recommendations

6.2.3 Information

- The Airports management should provide information to customers in other languages other than the usual English language. Acceptable local dialects and French translation should be encouraged. This would enable all customer group easy access to service

6.2.4 Professionalism

- Adequate equipment and facilities for the Aerodrome Rescue and Fire Fighting Services (ARFFS) should be provided while the existing ones should be upgraded in order to forestall unforeseen accidents and improve the efficiency of the Department
- Staff training (Regular and Refresher) on aspects that affect Airport operations should be given priority as this would prepare staff to fit into their roles properly and to treat customers with care
- Organisational charts should be displayed at strategic points within the Airport so that the hierarchy of the Airport is known at a glance and all customers would know where to go when services fail
- Adequate provision should be made for the combined office of the Airport Manager/Regional Manager. This should include a monitoring vehicle to enable the office perform its functions effectively and to promote proper coordination of the Airports at the Region.

7.0 Service Improvement Planning

Although the question of how these recommendations might best be implemented is a management issue for FAAN, Port Harcourt, 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.

8.0 Conclusion

The SERVICOM index awarded to FAAN, Port Harcourt International Airport is **1.7** out of **4.0 (42.5%)** which represents **Two Star (**)** **Service** and indicates **'Fair' service**. Although this is still far from praiseworthy, it is our belief that FAAN, Port Harcourt would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.