

Award of the SERVICOM Index

Report of

**SERVICOM Compliance Evaluation of
Adeyemi College of Education (ACE)
Ondo, Ondo State**

May, 2019

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF ADEYEMI COLLEGE OF EDUCATION (ACE), ONDO

Date of Evaluation:	May 13-17, 2019
Score:	1.3 out of 4; (32.5%)
Ranking:	One Star Service
Description:	Poor

Findings

Strengths:

- It was observed during the evaluation that lecture theatres and the surrounding environment around the school was very clean and conducive for learning
- Students confirmed that staff are receptive and consider their plight a priority in the service delivery process, for example students interviewed confirmed that staff who handle large (General Courses) classes work extra hard to meet on datelines for marking of scripts/ processing of results
- The Provision of loans for students who have difficulty in payment of their tuition shows that the college has considered the needs of its (indigent students)
- The College has installed Closed Circuit Television (CCTV) and procured a drone for the patrol of the entire college.

Weakness:

- Interaction with staff and observation shows that the college has not set standards in areas such as staff treatment of students. This makes it difficult for management to know if the college is performing.
- Conveniences are not provided in the older buildings, where they are provided they are not well maintained. Most of the toilets are locked, dirty, flooded and neglected as a result students are not able to use them; this reduces customer reception and satisfactory experiences
- Interaction with both staff and students show that missing examinations scripts and omission of results is still not completely eradicated despite efforts by the current provost. This leads to students carrying over courses, sometimes students have to spend extra year to clear such courses
- Students and staff confirmed that for large classes where public address systems are needed for teaching, they are either not provided or are faulty. This makes it difficult for lecturers to impact knowledge to the students
- It was observed during the evaluation that hostels were in a state of disrepair. Most of the toilets were dirty, flooded and the hostel surrounding unclean and untidy. This may lead to outbreak of diseases
- The college has not provided adequate directional signs to guide both students and visitors to the various service points within the college. This makes it difficult for visitors to locate service points within the college

- There is no system in place to monitor how long it takes before a lecturer submits results to exam officers for processing and release of results. This leads to unnecessary delays in release of exam results and affect students who needs to register for courses carried over to another academic session
- Interaction with students and observation show that staff do not gives reasons for unnecessary delays in the provision of services e.g. when staff are late or absent from lectures.
- The service charter of the college does not have information on the various services provided by the college. This makes it difficult for both staff and students to know their obligations and expectations with respect to the services provided by the college
- The College does not use a variety of ways to get feedback from it students e.g. only one suggestion box was sighted in the school and also comment cards and other means of obtaining feedback on the services are not provided for students use
- It was observed that most staff and students of the college do not wear name tags. It is difficult to distinguish visitors from staff and students and serve as a security risk
- Adeyemi College of Education Ondo has not produced a customer care policy to serve as proper guide for the equal treatment of all Students by the staff
- Most frontline staff are not trained on customer care; this affects their level of sensitivity to customers

Recommendations:

- The management of the college should come up with standards in all the services the college provide to their customers. This will guide both staff and students in the delivery of services and ensure timely delivery of services to students
- Conveniences, especially toilets should be maintained and kept clean for use by students/stakeholders when nature calls
- Though management confirmed that measures are being put in place to eradicate incidence of missing scripts and omission of results, it is necessary that implementation should commence to put an end to cases of missing scripts and omission of results
- The management of the college should provide functional Public address systems for large lecture theatres. This will make it easier for delivery of lectures to students for effective learning
- The management of college should as a matter of urgency renovate the students hostels, facilities such as befitting common rooms should be provided for all the hostels, also toilets should be maintained and the hostel surroundings should be properly cleaned to avoid outbreaks of diseases in the college
- Adequate directional signs should be provided throughout the College. This will guide both students and visitors to the various service points in the college
- A system should be put in place to monitor the waiting time standards for all services provided by the college e.g. the time it takes for lecturers to submit results to exam officers for processing, this will lead to prompt delivery of services and reduce unnecessary delays
- Staff of the college should always communicate reasons for delays and

interruption of services they provide to students e.g. when incomplete results are released. This will keep the students abreast of the service delivery process and reduce unnecessary anxiety

- The SERVICOM Unit of the College should as a matter of urgency review the service charter of the college, the reviewed service charter should provide detailed information on all the services provided by the college. This will guide both staff and students in the delivery of services
- Facilities such as suggestion Boxes telephone numbers and comments cards used for obtaining feedback from customers aimed at improving services in the College should be provided for use of customers as this would enable management of the College obtain feedback on the satisfaction level of customers
- The management of the college should ensure that all staff and students of the college wear name tags for identification. This will improve security and eliminate touting
- A robust customer care policy for the College should be designed and published to enhance standard treatment of all students
- All Frontline staff of the College should be trained on customer care; this will improve customer sensitivity of staff and leads to improved staff student relationship

Conclusion

The SERVICOM Index score awarded to the Adeyemi College of Education, Ondo is **1.3 out of 4 (32.5%)** which represent **One star** and indicates **'Poor' service**. Although this is still far from praiseworthy, it is our belief that the Adeyemi College of Education, Ondo would achieve continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.

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MAIN REPORT

1.0 Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of the Adeyemi College of Education Ondo. 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, 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 below. Adeyemi College of Education ACE, Ondo 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 ACE, Ondo 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. Mall. Adamu Adamu - Minister, Federal Ministry of Education
2. Prof. Anthony Onwuka - Hon Minister of State, Education
3. Arc. Sonny Echono - Permanent Secretary, Ministry of Education
4. Prof. Bappa-Aliyu Muhammadu - Executive Secretary National Commission for Colleges of Education
5. Dr. S. A. Akintunde - Provost, Adeyemi College of Education Ondo
6. Mrs. O.O. Fakorede - Registrar Adeyemi College of Education, Ondo
7. Mr. G.O. Abdul - Bursar Adeyemi College of Education, Ondo

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|----|-------------------|---|---|
| 8. | Mr. R.A. Awoyemi | - | Ag. Librarian Adeyemi College of Education, Ondo |
| 9. | Mr. J.O Liasu | - | SERVICOM Focal Officer Adeyemi College of Education, Ondo |
| 9. | Mr. Ogunkunle A.S | - | SERVICOM Unit Federal Ministry of Education |

3.0 Terms of Reference

Adeyemi College of Education Ondo was selected for SERVICOM Index Compliance evaluation following a Presidential directive that all Government Departments and Agencies be evaluated for SERVICOM Compliance.

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

4.0 Methodology

Background of ACE Ondo

Adeyemi College of Education was named after Canon M.C. Adeyemi (one of the earliest educationists in Ondo town) in recognition of his immense contribution to educational development in Ondo province. It was established in 1963 to produce qualified teachers to teach in secondary schools and teachers' training colleges and to conduct research and experiments on methods of teaching at all levels of education in Nigeria. It formally commenced operations on 22nd May 1964 with 93 students. Presently, the College has five schools –Arts and Social Sciences, Education, Languages, Sciences and Vocational and Technical Education- with a total of 28 Academic departments.

- School of Education
- School of Arts and Social Sciences
- School of languages
- School of Sciences
- School of Vocational and Technical Education

The service windows of ACE Ondo, 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)

Therefore the following service windows were selected for evaluation:

- Schools (Academics)
- Library Services

- Student Affairs
- Exams and Records
- Hostel Accommodation
- College Clinic

The SERVICOM team for this evaluation consisted of Two SERVICOM Officers, One MSU staff of the SERVICOM Unit in the Federal Ministry of Education, the Focal Officer of the college as observers.

Evidence was gathered at the service windows through Customer Interviews, discussions with staff and partners, review of key documents and general observations. Given the peculiar nature of the services provided by ACE Ondo , it was also important to evaluate further evidence by administering questionnaires and conducting interviews with its partners including United Bank for Africa (UBA), Inter Fancon Security Guards and Uche Care Pharmacy , etc. The website of SERVICOM office: www.servicom.gov.ng and that of ACE Ondo: www.aceondo.edu.ng were also used for the research.

The key documents reviewed include:

- Students Information Handbook
- Revised Scheme of Service for Colleges of Education
- NCE Minimum Standards
- Service Charter of the College
- 2017 Financial Statements of the College

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 service charter of the College is unsuitable

5.1.1 Findings on Service Charter

Introduction / Background

- The services provided by the college are not stated in the service charter
- The purpose of the charter not stated

Mission Statement

- The mandates of the College not stated in the charter

Service Provision and Delivery

- The kind of services students of the College should expect are not stated in the service charter
- Standards used in the delivery of services e.g. promptly, courteous etc. to the students are not stated in the service charter
- How the college intends to monitor the standards used in delivering services is

not stated

Grievance Redress Mechanism

- Categories of redressal available to complainants are not stated in the service charter

Obligations

- There is no clear statement of what is expected of staff, management and customers for effective service delivery

Stakeholders Participation

- There is no description of description of the way and manner in which the various stakeholders are engaged in the delivery of effective and efficient services by the college e.g. the method to be used in engaging stakeholders (e.g. stakeholders fora) should be explained as well as the frequency of engagement e.g. monthly, quarterly, annually etc.

Special Needs Provision

- Specific provisions for people with special needs e.g. the physically challenged are not stated in the service charter

Charter Review

- The operational period of the current Charter as well as the next review date are not stated

5.1.2 Recommendations for improving Service Charter

Based on the findings, the following recommendations are provided to assist ACE Ondo come up with a more realistic and customer focused service charter:

Introduction / Background

- The services provided by the college should be state in the service charter for the benefit of both staff and students
- The purpose of the college having a service charter should be stated

Mission Statement

- The mandates of the College should be stated

Service Provision and Delivery

- The kind of services students of the College should expect should be stated to serve as guide for both staff and students
- Standards used in the delivery of services to students should be stated e.g. prompt and courteous treatment of customers etc.
- How the college intends to monitor the standards used in delivering services to the students should be stated

Grievance Redress Mechanism

- There should be a list of available redress to guide students on expected resolutions e.g. apology, compensation, repeat service etc.

Obligations

- The obligations of staff, management and customers of the college should be included in the service charter for effective service delivery

Stakeholders Participation

- The method to be used in engaging stakeholders (e.g stakeholders fora) should be explained as well as the frequency of engagement e.g. monthly, quarterly, annually etc. This will indicate that the Management of the College are not oblivious of the strategic importance of collaborating with its various stakeholders for effective and efficient service delivery

Special Needs Provision

- The charter should state specific provisions for students with special needs e.g. the physically challenged

Charter Review

- The date of review and how regular the college, intends to review the service charter should be stated e.g. the charter would be reviewed at least once in two or three years or as the need arises
- The contents of the Charter should be properly arranged with specific details in the following order:
 - Introduction/Background
 - Vision
 - Mission
 - Services Rendered
 - List of customers (intra, inter and public)
 - Performance target/customers expectations
 - Obligations of customers
 - Complaints/Grievance Redress Mechanism
 - Stakeholders participation in service provision
 - Special needs provision
 - Existing limitations

5.2 Index Score

The table below summarises the result of the evaluation of ACE Ondo. Based on the evaluation, we have calculated a score for Adeyemi College of Education Ondo. The overall Index score awarded to the Adeyemi College of Education Ondo is: **1.3 out of 4 (32.5 %) One Star Service**

Description: Poor

	Score for the Adeyemi College of Education Ondo
Overall Index score	1.3
Service Delivery	1.2
1 - Standards & practices / performance	0.7
2 – Reception experience	1.8
3 – Complaints & grievance redress	1.2
Timeliness	1.3
1 – Standards & practice/performance	1.3
2 – Customer friendliness	1.2
Information	1.3
1 – Information	1.0
2 - Customer feedback	0.9
Professionalism	1.4
1 – Transparency	1.2
2 – Efficiency	1.5
Staff Attitude	1.6

* Scores are rounded to one (1) decimal place

5.3 Key Findings

The following observations have been made on the quality of service delivery provided by the Adeyemi College of Education Ondo, Ondo State which we feel need to be addressed as a matter of urgency.

5.3.1 Service Delivery

- Interaction with staff and observation shows that the college has not set standards in areas such as staff treatment of students. This makes it difficult for management to know if the college is performing
- Conveniences are not provided in the older buildings, where they are provided they are not well maintained. Most of the toilets are locked, dirty, flooded and neglected as a result students are not able to use them; this reduces customer reception and satisfactory experiences
- Interaction with both staff and students show that missing examinations scripts and omission of results is still not completely eradicated despite efforts by the current provost. This leads to students carrying over courses, sometimes students have to spend extra year to clear such courses
- Students and staff confirmed that for large classes where public address systems are needed for teaching, they are either not provided or are faulty. This makes it difficult for lecturers to impart knowledge to the students
- It was observed during the evaluation that hostels were in a state of disrepair. Most of the toilets were dirty, flooded and the hostel surrounding unclean and untidy. This may lead to outbreak of diseases
- The college has not provided adequate directional signs to guide both students and visitors to the various service points within the college. This makes it difficult for visitors to locate service points within the college
- All frontline staff are not trained on complaints handling; this affects the level of their professionalism in the resolution and investigation of all customer complaints
- Records of analysis of complaints received are not kept, this denies the college and customers information on patterns of complaints received and may lead to reoccurrence of such complaints
- Students complained that facilities used for storage of water in the hostels were not adequate.

5.3.2 Timeliness

- The college has not set standards for the delivery of all its services. This may lead to delays in the delivery of services as there are no time frames set for the provision of services
- There is no system in place to monitor how long it takes before a lecturer submits results to exam officers for processing and release of results. This leads to unnecessary delays in release of exam results and affect students who need to register for courses carried over to another academic session

- Interaction with students and observation show that staff do not give reasons for unnecessary delays in the provision of services e.g. when staff are late or absent from lectures

5.3.3 Information

- The service charter of the college does not have information on the various services provided by the college. This makes it difficult for both staff and students to know their obligations and expectations with respect to the services provided by the college
- The College does not use a variety of ways to get feedback from its students e.g. only one suggestion box was sighted in the school and also comment cards and other means of obtaining feedback on the services are not provided for students use
- It is observed that the college has not updated its service charter and students handbook for years. It is therefore difficult to tell if the information the college provides is up to date
- There is no evidence to show that the management of the college consults with students, staff and partners for the improvement of services in the college
- The college has not carried out Customer satisfaction surveys to test and determine the level of customers' satisfaction with the services delivered in order to ensure that services are meeting customers' needs

5.3.4 Professionalism

- It was observed that most staff and students of the college do not wear name tags. It is difficult to distinguish visitors from staff and students and serve as a security risk
- Most Offices in the college were not labelled during the evaluation. This makes access difficult for those visiting the college for the first time
- The college organisational chart is not displayed at all service points in the college. This makes it difficult for students to know where to go to when services fail
- The names of persons in charge of customer care/complaints are not displayed at all service points within the college. Thus students don't know who to go to when services fail
- There was no evidence to show that summary of complaints received/details of actions taken on justified complaints over a certain period are reviewed, attended to and published for students to know that their complaints are being resolved
- Though students confirmed that they are informed by staff when the college performs badly, actions taken by management to prevent reoccurrence are not published for the benefit of both staff and students
- The college has not produced a strategic plan geared towards improvement of services in the college

5.3.5 Staff Attitude

- Adeyemi College of Education Ondo has not produced a customer care policy to serve as proper guide for the equal treatment of all Students by the staff
- Most frontline staff are not trained on customer care; this affects their level of sensitivity to customers

6.0 Recommendations

The following recommendations are therefore 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 management of the college should come up with standards in all the services the college provide to their customers. This will guide both staff and students in the delivery of services and ensure timely delivery of services to students
- Conveniences, especially toilets should be maintained and kept clean for use by students/stakeholders when nature calls
- Though management confirmed that measures are being put in place to eradicate incidence of missing scripts and omission of results, it is necessary that implementation should commence to put an end to cases of missing scripts and omission of results
- The management of the college should provide functional Public address systems for large lecture theatres. This will make it easier for delivery of lectures to students for effective learning
- The management of college should as a matter of urgency renovate the students hostels, facilities such as befitting common rooms should be provided for all the hostels, also toilets should be maintained and the hostel surroundings should be properly cleaned to avoid outbreaks of diseases in the college
- Adequate directional signs should be provided throughout the College. This will guide both students and visitors to the various service points in the college
- All frontline staff should be trained on complaints handling; this would enhance effective investigation, resolution and management of service failure at service points
- All complaints received should be recorded, analysed and published by management. This will give customer's confidence that their complaints receive attention
- The management of the college should procure more water storage facilities for the use of students in the hostels

6.1.2 Timeliness

- The management of the college should set standards to include timelines. This will lead to timely delivery of services
- A system should be put in place to monitor the waiting time standards for all services provided by the college e.g. the time it takes for lecturers to submit results to exam officers for processing, this will lead to prompt delivery of services and reduce unnecessary delays

- Staff of the college should always communicate reasons for delays and interruption of services they provide to students e.g. when incomplete results are released. This will keep the students abreast of the service delivery process and reduce unnecessary anxiety

6.1.3 Information

- The SERVICOM Unit of the College should as a matter of urgency review the service charter of the college, the reviewed service charter should provide detailed information on all the services provided by the college. This will guide both staff and students in the delivery of services
- Facilities such as suggestion Boxes telephone numbers and comments cards used for obtaining feedback from customers aimed at improving services in the College should be provided for use of customers as this would enable management of the College obtain feedback on the satisfaction level of customers
- The management of the college should ensure that documents such as student handbook and service charter are regularly reviewed and updated. This will ensure that customers have the right information about the services provided by the college
- The management of the college should organise regular consultations with staff, students and other stakeholders on how to improve service delivery in the college. Such meetings should be documented
- Customer satisfaction surveys should be conducted regularly to determine the level of customer satisfaction and enable service improvement based on the results obtained

6.1.4 Professionalism

- The management of the college should ensure that all staff and students of the college wear name tags for identification. This will improve security and eliminate touting
- All offices in the college should be clearly labelled to show the functions for the benefit of students and visitors. This will make access easier
- The organisational chart of the college should be displayed at all outlets for the benefit of customers and visitors when services fail
- The Name, Office address and telephone numbers of persons in charge of Customer Care/Complaints handling should be displayed at all service points for the benefit of students when services fail
- Summary of complaints received and actions taken on justified complaints should be documented, periodically analyzed and the reports submitted to Management to help identify areas and trends of service failure and what to do to mitigate those failures towards citizen-focused service delivery
- The management of the college should regularly publish reasons for poor performance and actions taken to remedy such failures. This will show professionalism
- The management of the college should produce a strategic plan aimed at improving the services of the college. This will help track progress made

6.1.5 Staff Attitude

- A robust customer care policy for the College should be designed and published to enhance standard treatment of all students
- All Frontline staff of the College should be trained on customer care; this will improve customer sensitivity of staff and leads to improved staff student relationship

6.2 Service Improvement Planning

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

6.3 Conclusion

The SERVICOM Index score awarded to Adeyemi College of Education Ondo, Ondo State is: **1.3 out of 4 (32.5 %)** which represent **One Star Service** and indicates '**Poor**' service. Although this is still far from praiseworthy, it is our belief that ACE, Ondo would aim at continuous improvement on the quality of service delivered to the citizen if the foregoing suggestions are faithfully implemented.