

Award of the SERVICOM Index

Report of

**SERVICOM Compliance Evaluation of
Federal College of Education (FCE)
Abeokuta, Ogun State.**

February, 2019

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF FEDERAL COLLEGE OF EDUCATION (FCE) ABEOKUTA

Date of Evaluation: 4th – 8th February, 2019

Score: 1.7 out of 4; (42.5%)

Ranking: Two Star (**) Service

Description: Fair

Findings

Strengths:

- Staff were observed to be friendly and polite to students who also confirmed during the interviews that they are treated with sensitivity and courtesy by majority of staff
- The introduction of e-library by Management of the College to enable students access academic books and journals required to carry out research and successfully complete their academic programs is commendable and should be sustained
- Students confirmed that during registration, the College through the ICT Centre provides a platform used to register for courses. This reduces the stress of having to rely on Cyber Cafes for registration
- The College has contributed its quota in the Osiele community by refurbishing the Police post to check crime rate and provision of borehole to reduce water scarcity in the Community
- The College has done a lot of renovation in the hostels e.g. replacing of worn out nets, construction of drainage etc e. g. in Hall 4. This has made some of the hostels habitable for students

Weaknesses:

- Directional signs provided across the College (for service points and some buildings) are not adequate thereby making it difficult for students and visitors to find their way to service points especially for first time visitors who are not familiar with the environment
- Service points such as Student Affairs and Teaching Practice Office do not have waiting areas for students; this makes waiting experience of students tedious and stressful as some of them were seen bending or squatting as they wait to receive service
- Students complained of long distance trek from the College gate to the various lecture halls and within the College due to lack of shuttle buses. This hampers mobility of students and visitors around the College

- As at the time of the evaluation, some of the lecture halls such as Maina hall (1,500 seater) were in a state of disrepair, the ceiling was in a bad state, fans were not working, and the public address system was not in a good shape. This affects the quality of teaching and learning
- Most of the toilets around the college for example in the lecture halls, hostels etc are in a state of disrepair. This subjects students to undue discomfort when nature calls
- During interview with students, It was observed that there is low awareness of the Service Delivery Initiative (SERVICOM) among students as a result, they are not aware of the complaints procedure and other benefits of the Initiative
- The College has not produced and displayed its customer care policy to serve as a guide for staff treatment of students
- Interaction with staff revealed that there is acute shortage of junior staff e.g. drivers, security, cleaners etc in the college. This has led to over working of the few staff available
- It was observed that there were no sufficient working tools and equipment such as computers and printers in the SERVICOM Unit for efficient and effective monitoring of service delivery activities in the College

Recommendations:

- Clear directional signs should be put in place to guide students and visitors to the various service windows, this would make it easy for them to locate service windows around the College
- Adequate waiting area with good seating arrangements, television set, water dispenser, etc should be provided in all service windows e.g. Student Affairs Department and Teaching Practice Office. This would provide basic comfort for students and for a good reception experience while waiting to receive service
- The College Management should look into the options available for the reintroduction of shuttle buses within the campus to aid movement of students and staff within the College
- All lecture halls e. g Maina hall should be renovated; facilities such as fans, toilets, public address systems should be in working condition This would make teaching and learning enjoyable and stress-free
- All toilets should be refurbished and kept clean regularly. This would guarantee their hygienic conditions for use by students, visitors and promote service excellence
- Students should be sensitized on the Service Delivery Initiative regularly by the SERVICOM Unit of the College. This would enable them know their roles and responsibilities and to also challenge service failure
- Customer care policy should be produced and made available in the College to serve as a guide for staff treatment of students and customers
- The Management of the college should liaise with appropriate authorities to employ both academic and non-academic staff. This would reduce the work load on the staff and ensure effective and efficient service delivery

- Sufficient working tools e.g. computer systems, printers, photocopying machines and furniture should be provided for the SERVICOM Unit to increase productivity and effective service delivery to internal and external customers

Conclusion

The SERVICOM index awarded to the Federal College of Education (FCE), Abeokuta is **1.7 out of 4.0 (42.5%)** which represents **two Star (**)** **Service** and indicates **'fair'** service delivery. Although this is still far from praiseworthy, it is our belief that FCE Abeokuta 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 College of Education (FCE), Abeokuta. 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 below. FCE Abeokuta 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 FCE Abeokuta. The overall Index score for FCE Abeokuta 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.	Mallam Adamu Adamu	Honourable Minister of Education
2.	Professor Anthony G. Onwuka	Honourable Minister of State Education
3.	Arch. Sunday Echono	Permanent Secretary, Min of Education
4.	Professor Bappa-Aliyu Muhammadu	Executive Secretary, NCCE
5.	Dr. A. A. Ajayi	Provost FCE Abeokuta
6.	Dr. R Soyeye	Deputy Provost, FCE Abeokuta
7.	Mr R. A. Akinola	Registrar, FCE Abeokuta
8.	Dr. A. K. Badru	Dean Students Affairs, FCE Abeokuta
9.	Dr. Godwin Oyewole	Librarian, FCE Abeokuta
10.	Dr. S. Agholor	Director ICT, FCE Abeokuta
11.	Dr. T. A. Avovome	Director Medical Centre, FCE Abeokuta
12.	Mr. A. Odunuga	Coordinator Teaching Practice, FCE Abeokuta
13.	Mr. O. G. Ajayi	Deputy Registrar, SERVICOM, FCE Abeokuta
14.	Mr. Johnson A. Unwene	MSU staff, Federal Ministry of Education

3.0 Terms of Reference

FCE Abeokuta 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

The Federal College of Education, Abeokuta was established in 1976 as the Federal Advanced Teachers College. It is the first tertiary Institution in Ogun State. The College started at the then Abeokuta Grammar School, Isale-Igbein, right in the

centre of Abeokuta the capital of Ogun State. The College at inception shared the site with Abeokuta Grammar School until early January 1983 when the school moved to its new site.

The Federal College of Education Abeokuta provides three year full time and five year sandwich courses respectively leading to the award of the Nigeria Certificate in Education (NCE)

The College was established as a response to the pressing need for well qualified middle-level manpower for teaching in the primary and lower forms of post-primary institutions in Nigeria. The College is primarily charged with the responsibility of effective teaching research and community service. The College provides services through the following schools:

- a. School of Education
- b. School of Arts and Social Sciences
- c. School of Languages
- d. School of Sciences
- e. School of Vocvational Education

FCE Abeokuta is responsible for ensuring the following services amongst others:

- a. Teaching
- b. Research
- c. Community Service

The service windows of FCE 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 (Departments) were selected for evaluation:

- 1 Academics
 - Teaching Practice Department
 - Early Child Hood
 - Elementary Education Department
 - Basic school
 - Graduate Program in Education(GPE) Department
- 2 Registrar's Office (Admissions)
- 3 Examinations and Records
- 4 Hostel Accommodation
- 5 Library Information and Media Studies (LIMS)

Department
Bursary (Finance and Accounts)

The SERVICOM team for this evaluation consisted of two (2) SERVICOM Officers, Focal Officer FCE Abeokuta and MSU Staff of Federal Ministry of Education

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 FCE Abeokuta, it was also important to evaluate further evidence by administering questionnaires, and conducting interviews with partners including United Bank for Africa (UBA), Egba Odeda High School (Junior) Osiele etc. The websites of SERVICOM Office www.servicom.gov.ng and FCE Abeokuta www.fceabeokuta.edu.ng were also used for research.

The key documents reviewed include:

- FCE Abeokuta Service Charter
- FCE Abeokuta Annual Report 2014 – 2015
- College prospectus 2014
- Report of SERVICOM Inspection
- Organogram of FCE Abeokuta
- Minutes of staff Meetings
- Provisional Academic Calendar for 2018/2019 session
- Minutes of meeting of Dean Students Affairs with staff and student Union Government officials
- FCE ICT Training Manual
- FCE Abeokuta five year strategic plan
- List of Tetfund sponsored conference Attendance
- Revised conditions of service for Colleges of Education
- FCE Abeokuta financial statement
- 2018 Budget performance FCE Abeokuta
- Curriculum vitae and appraisal sheet for Academic and non – Teaching staff
- FCE Abeokuta College up-date
- FCE Abeokuta library Handbook
- FCE Abeokuta teaching practice code of conduct

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 service

windows.

5.1 Charter Evaluation

The observations made on the evaluated service charter of the FCE Abeokuta is unsuitable

5.1.1 Findings on Service Charter

Foreword

- There is no foreword by the Provost of the College to indicate ownership and commitment from the top on implementation of the Charter

Grievance Redress Mechanism

- Categories of redressal available to complainants are not stated in the charter e. g. apology, compensation, repeat of service etc

Obligations

- There is no clear statement of what is expected of staff and Management for effective service delivery

Special Needs Provisions

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

Stakeholders Participation

- There is no description of the way and manner in which various stakeholders are engaged in the delivery of effective and efficient services by the Agencies 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

Charter Review

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

5.1.2 Recommendations for improving Service Charter

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

Foreword

- The Charter should start with a foreword written by the Provost to show

commitment to the implementation of the charter

Grievance Redress Mechanism

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

Obligations

- The obligations of staff and Management of FCE Abeokuta in the provision of services should be included in the charter which would serve as a wake-up call

Special Needs Provision

- The Charter should state specific provision for people with special needs e.g. the physically challenged.

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

Charter Review

- Next 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:
 - Foreword
 - Introduction/Background
 - Vision
 - Mission
 - Services Rendered
 - List of customers (inter, intra and public)
 - Performance target/customers expectations
 - Obligations of customers, staff, Management, etc
 - Complaints/Grievance Redress Mechanism
 - Stakeholders participation in service provision
 - Special needs provision
 - Existing limitations
 - Charter Review

5.2 Index score

The table below summarises the result of evaluation of FCE Abeokuta. Based on the evaluation, we have calculated a score for FCE Abeokuta.

The overall Index score for FCE Abeokuta is: **1.7 out of 4 (42.5%)** **Description: 'fair'**

	Score for FCE Abeokuta
Overall Index Score	1.7
Service Delivery	1.7
1 – Standards & practices / performance	1.9
2 - Reception experience	1.9
3 – Complaints & grievance redress	1.1
Timeliness	1.8
1–Standards & practice/performance	1.7
2 – Customer friendliness	1.8
Information	1.6
1 – Information	1.9
2 - Customer feedback	1.3
Professionalism	1.8
1 – Transparency	1.6
2 – Efficiency	2.0
Staff Attitude	1.4

*Scores are rounded up to one (1) decimal point

5.3 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:

5.3.1 Service Delivery

- Directional signs provided across the College (for service points and some buildings) are not adequate thereby making it difficult for students and visitors to find their way to service points especially for first time visitors who are not familiar with the environment
- Service points such as Student Affairs Department and Teaching Practice Office do not have waiting areas for students; this makes waiting experience of students tedious and stressful as some of them were seen bending or squatting as they wait to receive service.
- Students complained of long distance trek from the College gate to the various lecture halls and within the College due to lack of shuttle buses. This hampers mobility of students around the College.
- As at the time of the evaluation, some of the lecture halls such as Maina hall (1,500 seater) were in a state of disrepair, the ceiling was in a bad state, fans were not working, and the public address system was not in a good shape. This affects the quality of teaching and learning
- Most of the toilets around the college for example in the lecture halls, hostels etc are in a state of disrepair. This subjects students to undue discomfort when nature calls
- The grievance redress mechanism contained in the service charter does not contain details such as names, email addresses and office or room numbers of the Focal Officer and complaints Desk Officer of the College to whom complaints should be sent in case of service failure
- There is no evidence to show that complaints received over a period of time are recorded and analysed by the management of FCE Abeokuta. This will discourage students and customers from complaining when they experience service failure

5.3.2 Timeliness

- No system is in place to monitor waiting time, as a result students experience delays at service points e. g. how long it takes students to conclude registration and issuance of transcript

5.3.3 Information

- Customer satisfaction surveys are not planned and implemented to test and determine the satisfaction level of all customer groups of the College and for improved service delivery
- During interview with students, It was observed that there is low awareness of the Service Delivery Initiative (SERVICOM) among students of the College

as a result, they are not aware of the complaints procedure and other benefits of the Initiative

5.3.4 Professionalism

- Summary of complaints received over a certain period is not published, for the benefit of customers; to build customers confidence that their complaints are being acted on
- The SERVICOM Focal Officer and Desk Officers in FCE Abeokuta have not received any training on service delivery e. g. MSU/PSU capacity Building workshop to equip them for their roles and responsibilities

5.3.5 Staff Attitude

- There was no evidence to show at the time of evaluation that the College has produced a customer care policy to serve as a guide for staff (academic and non-academic) on treatment of students (student/lecturer relationship)
- Not all staff have received training on customer care and complaints handling and as such complaints are not resolved at point of contact

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 Service delivery

- Interaction with staff revealed that there is acute shortage of junior staff e.g. drivers, security, cleaners etc in the college. This has led to over working of the few staff available
- It was observed that there were no sufficient working tools and equipment such as computers and printers in the SERVICOM Unit for efficient and effective monitoring of service delivery activities in the College

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

- Clear directional signs should be put in place to guide students and visitors to the various service outlets, this would make it easy for them to locate service windows around the College
- Adequate waiting area with good seating arrangements, television set, water dispenser, etc should be provided in all service windows e.g. Student Affairs Department and Teaching Practice Office. This would provide basic comfort for students and for a good reception experience while waiting to take service
- The College Management should look into the options available for the reintroduction of shuttle buses within the campus to aid movement of students and staff within the College
- All lecture halls e. g Maina hall should be renovated, facilities such as fans, toilets, public address systems should be in working condition This would make teaching and learning enjoyable and stress-free
- All toilets should be refurbished and kept clean regularly. This would guarantee their hygienic conditions for use by students, visitors and promote service excellence
- The grievance redress mechanism should clearly specify the contact details such as names, email addresses, office or room numbers and phone numbers of the Focal Officer and complaints Desk Officer to whom complaints should be sent in case of service failure
- Complaints received over a period of time should be recorded and analysed by management and Published. This will build up the confidence of customers in the service of the College

6.1.2 Timeliness

- A system should be put in place by the college to monitor waiting time i.e. how long it takes students to receive service. This would reduce the delays students face while receiving services

6.1.3 Information

- Customer satisfaction surveys should be periodically planned and

implemented to ascertain customer satisfaction level and for improved service delivery in the College

- Students should be sensitized on the Service Delivery Initiative regularly by the SERVICOM Unit of the College. This would enable them know their roles and responsibilities and to also challenge service failure when it occurs

6.1.4 Professionalism

- Summary of complaints received over a certain period should be analysed and published for the benefit of customers. This would also help to identify trends of complaints and to forestall future occurrence
- The SERVICOM Focal Officer and Desk Officers requires capacity Building workshop and other relevant Service Delivery trainings to prepare them for their roles and responsibilities as SERVICOM representatives in FCE Abeokuta

6.1.5 Staff Attitude

- Customer care policy should be produced to guide staff (academic and non-academic) on treatment of customers/students. This would enhance student/lecturer relationship and also non-academic staff on better relationship management of students
- All staff should receive training on customer care such as being polite, courteous and on complaints handling; this will improve their relationship and proficiency while dealing with students and customers

6.2 Additional Recommendations

6.2.1 Service Delivery

- The Management of the college should liaise with appropriate authorities to employ both teaching and non-teaching staff. This will reduce the work load on the staff and ensure effective and efficient service delivery
- Sufficient working tools e.g. computer systems, printers, photocopying machines and furniture should be provided for the SERVICOM Unit to increase productivity and effective service delivery to internal and external customers

6.3 Service Improvement Planning

Although the question of how these recommendations might best be implemented

is a management issue for FCE Abeokuta, SERVICOM Office through the SERVICOM Institute will work with the management of FCE Abeokuta and its SERVICOM Unit to develop and guide the implementation of appropriate Service Improvement Plans.

6.4 Conclusion

The SERVICOM index score awarded to **FCE Abeokuta** is **1.7** out of **4.0 (42.5%)** which represents **two star (**)** and indicates **'fair' service delivery**. Although this is still far from praiseworthy, it is our belief that **FCE Abeokuta** would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.