

Award of the SERVICOM Index

Report of

**SERVICOM Compliance Evaluation of
Federal College of Education (FCE)
Eha-Amufu, Enugu State**

January, 2019

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF FEDERAL COLLEGE OF EDUCATION (FCE) EHA-AMUFU

Date of Evaluation:	January 21-25, 2019
Score:	1.7 out of 4 (42.5%)
Ranking:	Two Star (**) Service
Description:	Fair

Findings

Strengths:

- Federal College of Education Eha- Amufu had a well-structured SERVICOM Unit, with a full complement of staff, which comprises of a focal Officer and (3) three desk Officers assisting the focal Officer to champion the Federal Government Service Delivery initiative as directed by the Federal Government of Nigeria. This helps to improve the implementation of Service Delivery Initiative and SERVICOM ideals aimed at providing citizen-focused service delivery
- Customers confirmed staff were attentive, friendly and were seen to provide prompt services to the students, this has improved relationship between staff and student in the school
- Measurable, precise and realistic standards for all major services and were set and published for student use, this has helped the management to monitor the overall performance of the school periodically
- It was observed that most staff wore identity cards/ name tags making it easy to distinguish staff, customers and visitors in the school premises.
- Quality Assurance and assessment systems have been sufficiently applied to secure sustained service improvement. The College, have designed forms assessing staff (academics and non- academics) and the overall performance/ standard management achievable
- Staff and students interviewed expressed their confidence in the new Management of the College to bring about the desired changes and reforms with a view to providing quality service delivery to the various customer groups of the Institution
- The college has put in place a reward system for recognising and rewarding outstanding staff who distinguished themselves in service delivery. This has helped to achieve commitment to duty and improved productivity
- Opening times for some key service points were displayed e.g. Library and the Health Service Centre as observed in the campus. This makes it easy for students to receive timely service
- The e-process (e-application, e-payment and e-registration) introduced by the College has drastically reduced the stress of waiting times for students as they

- can apply, pay and register online at their convenience within the stipulated timeframes
- The College is in affiliation with the University of Nigeria, Nsukka, to upgrade the college into a degree awarding institution, this is an improvement in service offered to the student of the college, also guaranteed sustainability of the college

Weaknesses:

- The students at the campus complained of shortage of water and electricity supply in the hostels and the academic area. It was observed that students have to buy water to survive in the hostels; this causes inconveniences for students and affects quality teaching and learning
- The FCE Eha- Amufu, Enugu Service Charter is not suitable as it does not contain key services provided with measurable standards e.g. issuance of transcripts. This does not provide students/stakeholders the required information as to what quality of service to expect when the need arises
- The FCE Eha- Amufu does not periodically produce its annual report for the benefit of the various stakeholders. This does not afford them the needed information to know how the College is performing at the end of each accounting period.
- There are no directional signs around the school premises to guide customers to different service windows. This makes it difficult for visitors to locate their way around the school premises
- It was observed that all the hostels were in a state of despair. It was not kept clean, most of the windows and doors were old and broken making it uncomfortable and inhabitable for students
- There was no defined complaints management system in the college. Suggestion box was not provided, no designated officer to handle complaints and no complaints procedure was stated in the service charter. This discourages students from complaining
- No evidence was provided to show that performance target exists for non-academic staff of the College. This makes it difficult to measure their performance towards achieving the strategic goals and the mandate of the College at any given time
- It was observed that facilities e.g classroom are inadequate, as students were seen standing along the corridors to receive lecture. This reflect poor service delivery and can have negative impacts on students' performance
- There is no evidence that college conducts customer satisfaction surveys to determine how the customers perceive its services
- Staff interviewed confirmed that regular training is not provided to non-academic staff; this dampens staff morale

Recommendations:

- The Management of FCE Eha- Emufu, Enugu should devise a lasting solution to the water and electricity problems in the campus. Boreholes could be drilled to cater for the hostels and academic area while alternative power source e.g. solar energy, inverters, is provided for the hostels and lecture rooms to guarantee uninterrupted power supply. This would ensure citizen-focused service delivery to the various groups
- The FCE Eha- Amufu, Enugu Service Charter should be reviewed to contain key services provided with realistic service standards, etc. Inputs from the different customer groups should be sought to enhance participation and ownership. This would give all stakeholders the required hope and expectation of the services provided by the College.
- The FCE Eha-Amufu should regularly produce its annual report for the benefit of the general public and its key stakeholders. This would inform them on how the College is faring in the discharge of its mandate, know its success and understand its weaknesses and challenges in not meeting set goals
- Adequate directional signs should be provided at strategic locations of entry and exit routes of the school to guide customers and visitors to locate various offices with ease
- It is recommended that all the hostels are given a face lift. The building and its premises should be maintained to make the environment more hygienic and prevent outbreak of diseases
- The college should put in place a complaint procedure that will guarantee investigation and resolution. The name of the complaint desk officer should be stated and in addition complaint boxes should also be provide at strategic locations to enhance complaints handling and resolution
- Periodic performance targets should be set for all staff of the college and monitored. This would ensure that performances (departmental and staff) are measured against set standards at any given time towards achieving the mandate of the College
- Facilities such as classroom should be adequately provided for the students of the college. This is to improve the quality of services given to student in the college
- The Management of the college should ensure periodic conduct of Customer satisfaction surveys. This will help the College to determine how the customers perceives its services
- Training should be provided for all categories of staff (academics and non-academics) regularly. This would upgrade their competencies and enhance their performance

Conclusion

The SERVICOM Index Score awarded to the Federal College of Education Eha- Amufu , Enugu State is **1.7 out of 4 (42.5%)** which represents **Two star (**)** and indicates **'Fair' service delivery**. Although this is still far from praiseworthy, it is our belief that the Federal College of Education Eha- Amufu would aim at continuous improvement on the

quality of service delivered to the 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 Eha- Amufu Enugu State. 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. Federal College of Education Eha- Amufu 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 the service window. The Index score for the College 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. Madam Adamu Adamu | Honourable Minister of Education |
| 2. Prof. Anthony G. Awnukaah | Honourable Minister of State Education |
| 3. Arc. Sunday Echono | Permanent Secretary Ministry of Education |
| 4. Prof. Bappa Aliyu Muhammedu | Executive Secretary NCCE |
| 5. Dr. Mrs Pauline Ngozi Ikwuegbu | College Provost |
| 6. C.N Nnebedum | Registrar |
| 7. Dr Nnamani Ezekiel | Deputy Registrar |
| 8. Dr. Ezekiel Omeje | College Librarian |
| 9. Dr Chuka Odo | Director, Quality Assurance |
| 10. Victoria Igbirusi | Federal Ministry of Education |
| 11. Mr Ugwu J.C | Nodal Officer |

3.0 Terms of Reference

The Federal College of Education Eha- Amufu was selected for evaluation following a Presidential directive that all Government, Ministries, Departments and Agencies be evaluated for SERVICOM Compliance.

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

4.0 Methodology

The Federal College of Education Eha- Amufu is located in Eha- Amufu Usi- Uzo local Government Area Enugu State. It is responsible for training more for the teeming population. Its other services to the citizens include:

- To provide full- time courses in teaching, instruction and training
- To conduct courses in Education for qualified teachers
- To arrange conferences, seminars and workshops relative to specified fields of learning: and
- To perform such other functions as in the opinion of Council may serve to promote the objectives of the College

The Federal College of Education Eha- Amufu provides services to its customers through the following Directorates (service frontlines), namely:

- Directorate of Academic Planning
- Dean of students Affairs
- Directorate of ICT
- School of arts & Social Sciences
- School of Languages
- School of Sciences
- School of Vocational Education
- School of Education

The service windows of Federal College of Education Eha- Amufu vary significantly. To get a good representation, we considered that we should inspect service windows that:

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

Therefore, the following service windows were selected for evaluation:

- Academics
- Teaching practice Department
- Early Child Hood
- Elementary Education Department
- Basic school

- Graduate program in Education Department
- Registrar's Office
- Examination and Records
- Hostel Accommodation
- Library Information and Media Studies Department

The SERVICOM team for this evaluation consisted of two SERVICOM Officers, the SERVICOM Unit of federal College of Education Eha- Amufu and a staff of the Federal Ministry of Education

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

Given the particular nature of the services provided by the Federal College of Education, it was also important to evaluate further evidence by administering questionnaires, and conducting interviews with its partners:, i.e. Tefund, The website of SERVICOM office www.servicom.gov.ng and the college website www.fceehamufu.edu.ng was also researched.

The key documents reviewed include:

- Service Charter of the Federal College of Education Eha- Amufu
- Organogram of the Federal College of Education Eha- Amufu
- Academic Brief
- National Commission for College of Education Minimum Standards for courses booklet
- Strategic Plan 2010-2018
- School Magazines
- Students Handbooks
- Scheme of Service for College of Education
- Course Assessment Questionnaire
- Time table
- Minutes of management meeting
- SERVICOM Unit Quarterly Progress Report
- SCRAR
- College organogram,
- Review of Complaints Received
- Senior Staff Condition of Service
- Evidence of consultation with Stakeholders, etc

5.0 Findings

The finding presented in this section comprise an index score, observations on the service charter and on the quality of service delivery found at the service windows

5.1 Charter Evaluation

Description: The evaluated service charter is unsuitable

5.1.1 Findings on Service Charter

The following observations have been made on the Service Charter of the Federal College of Education, Eha- Amafu

Foreword

- There is no forward statement indicating ownership by the Provost of the college stated in the charter

Service provision and delivery

- Services rendered by the College are not clearly stated in the Service Charter for Customers
- The description of how the promised standards would be monitored and arrangements for publishing performance against the service standards outlined in the Charter is not explicit
- Measurable Standards of service provision and delivery was not stated in the charter.

Obligations

- Obligation of the customer to enable the delivery of quality service is not clearly stated in the Service 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 service e. g the method to be used in engaging stakeholders (e.g. stakeholders fora)

Grievance Redress Mechanism

- The contact details of who to complain is not indicated under the Grievance Redress Mechanism. e.g. The Nodal Officer or the complaint desk officer phone number and email address

5.1.2. Recommendations for improving Service Charter

Based on the findings, the following recommendations are provided to assist the College come up with a more realistic and customer focused Service Charter:

Foreword

- A forward statement by the Provost of the college to introduce the charter to the public is important for full ownership of the service charter and to indicate commitment of the leadership of the College to serving the people

Service provision and delivery

- Services rendered by the College should be clearly stated in the Service Charter for Customers information
- There should be a clear statement of how the College intends to monitor and measure standards promised in the Service Charter.
- Measurable Standards of service provisions and commitments to service delivery should be more elaborate in the Service Charter. For instance Hostels services will be accessible to students within 3 days of formal re-opening

Obligations

- The obligation of Customers to enable quality and timely delivery of services should be clearly stated in the Service Charter

Stakeholders Participation

- The method to be used in engaging stakeholders (e.g. stakeholder's 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 considers the strategic importance of collaborating with its various stakeholders for effective and efficient service delivery

Grievance Redress Mechanism

- The contact details of the Nodal Officer or Complaint desk officer should be provided in the charter under the Grievance Redress Mechanism for easy access when customers need to make complaints

5.2 Index Score

The table below summarises the result of the evaluation of the service window. Based on these, we have calculated a score for Federal College of Education Eha- Amufu.

The overall Index score for Federal College of Education Eha- Amufu is **1.7 out of 4 (42.5%)**

	Score for Federal College of Education Eha- Amufu
Overall Index score	1.7
Service Delivery	1.8
1 - Standards & practices / performance	2.1
2 - Reception experience	1.3
3 - Complaints & grievance redress	2.0
Timeliness	2.0

1–Standards & practice/performance	1.8
2 – Customer friendliness	2.2
Information	1.5
1 – Information	1.6
2 - Customer feedback	1.4
Professionalism	1.6
1 – Transparency	1.5
2 – Efficiency	1.7
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 **Federal College of Education Eha- Amufu** which we feel need to be addressed as a matter of urgency

5.3.1 Service Delivery

- The FCE Eha- Amufu, Enugu Service Charter is not suitable as it does not contain key services provided with measurable standards e.g. issuance of transcripts. This does not provide students/stakeholders the required information as to what quality of service to expect when the need arises
- The FCE Eha- Amufu does not periodically produce its annual report for the benefit of the various stakeholders. This does not afford them the needed information to know how the College is performing at the end of each accounting period.
- The students at the campus complained of shortage of water and electricity supply in the hostels and the academic area. It was observed that students have to buy water to survive in the hostels; this causes inconveniences for students and affects quality teaching and learning
- There are no directional signs around the school premises to guide customers to different service windows. This makes it difficult for visitors to locate their way around the school premises
- It was observed that all the hostels were in a state of despair. It was not kept clean, most of the windows and doors were old and broken making it uncomfortable and inhabitable for students
- There is no suitable waiting area in the college for visitors comfort. This gives customers unbecoming experience when they come to receive services at the school

- The Campus environment was observed to be untidy and dirty, making it not conducive for learning and effects quality service delivery

5.3.2 Timeliness

- The college does not have a defined system in to monitor time standard. This could affect timely delivery of services

5.3.3 Information

- There was no defined complaints management system in the college. Suggestion box was not provided, no designated officer to handle complaints and no complaints procedure was stated in the service charter. This discourages students from complaining
- The names and details of the SERVICOM Unit Customer Relations Officer/Complaints Desk Officer is not displayed at all service frontlines which makes it difficult to locate him/her when necessary
- There is no evidence that feedback from customers is published or shared in public domain, this will discourage customers to give the college useful information when necessary
- Organizational Chart is not displayed at all service points to inform customers on the hierarchy of staff and who has the last order at a glance

5.3.4 Professionalism

- It was observed that facilities e.g classroom are inadequate, as students were seen standing along the corridors to receive lecture. This reflect poor service delivery and can have negative impacts on students' performance
- Most staff and students are not aware of the SERVICOM Principles and ideals; this affects their perception with respect to the initiative and what it can do to improve service delivery and complaints management
- There is no evidence that college conducts periodic customer satisfaction surveys to representatives of all its customer groups. This makes it difficult for the College to determine how the customers perceive its services
- There is no evidence that a form of peer review is used to share lessons and challenges, compare performance, set new and challenging benchmarks in the year under review

5.3.5 Staff Attitude

- Federal College of Education, Eha-Emufu has not produced and displayed its Customer Care Policy to guide its staff-customer relationship in service delivery process
- Staff interviewed confirmed that regular training is not provided to non-academic staff; this dampens staff morale

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 service delivery of services to the public

6.1 Key Recommendations

6.1.1 Service Delivery

- The FCE Eha- Amufu, Enugu Service Charter should be reviewed to contain key services provided with realistic service standards, etc. Inputs from the different customer groups should be sought to enhance participation and ownership. This would give all stakeholders the required hope and expectation of the services provided by the College.
- The FCE Eha-Amufu should regularly produce its annual report for the benefit of the general public and its key stakeholders. This would inform them on how the College is faring in the discharge of its mandate, know its success and understand its weaknesses and challenges in not meeting set goals
- The Management of FCE Eha- Emufu, Enugu should devise a lasting solution to the water and electricity problems in the campus. Boreholes could be drilled to cater for the hostels and academic area while alternative power source e.g. solar energy, inverters, is provided for the hostels and lecture rooms to guarantee uninterrupted power supply. This would ensure citizen-focused service delivery to the various groups
- Adequate directional signs should be provided at strategic locations of entry and exit routes of the school to guide customers and visitors to locate various offices with ease
- It is recommended that all the hostels are given a face lift. The building and its premises should be maintained to make the environment more hygienic and prevent outbreak of diseases
- A suitable waiting area should be established at the some key service frontline for the convenience and comfort of all students and visitors as they await service, particularly during peak period
- The study centre should always be kept clean and tidy. This will make it more hygiene and conducive environment for learning

6.1.2 Timeliness

- A system should be put in place to monitor waiting times to guide timely delivery of services and also to enable review of waiting time standard

6.1.3 Information

- The college should put in place a complaint procedure that will guarantee investigation and resolution. The name of the complaint desk officer should be stated and in addition complaint boxes should also be provide at strategic locations to enhance complaints handling and resolution

- The name and details of the SERVICOM Customer Relations/Complaint Desk Officer e.g. Office No, Tel./GSM No, E-mail address, etc. should be clearly displayed at strategic locations at the College; this would make it easy to locate him/her when service fails
- Evidence on feedback from customers should be published or shared in public domain, this will encourage customers to give useful information to the school when necessary
- Organizational chart should be displayed at key service windows e.g. library, reception area etc. this will guide and enable students and other stakeholder know the hierarchy of staff and who has the last order on their matter

6.1.4 Professionalism

- Facilities such as classroom should be adequately provided for the students of the college. This is to improve the quality of services given to student in the college
- Staff and students should be sensitized on SERVICOM principles and methods. This will create awareness about the initiative and what it can do to improve service delivery
- The Management of the college should ensure conduct of periodic Customer satisfaction surveys. This will help the College to determine how the customers perceives its services
- The College should periodically engage in peer review with similar Institution to share lessons and challenges, compare performance, set new and challenging benchmarks in the year under review. This would bring about improved service delivery to the customers

6.1.5 Staff Attitude

- Customer care Policy of the college should be produced, published and displayed at strategic locations of the School to enhance staff-customer relationship management
- Training should be provided for all categories of staff (academics and non-academics) regularly. This would upgrade their competencies and enhance their performance

6.2 Service Improvement Planning

Although the question of how these recommendations might best be implemented is a management issue for the Federal College of Education Eha- Amufu the SERVICOM Office through the SERVICOM Institute will work with the Management of Federal College of Education Eha- Amufu and its SERVICOM Unit to develop and guide the implementation of appropriate Service Improvement Plans.

6.3 Conclusion

The SERVICOM Index Score awarded to the Federal College of Education Eha- Amufu, is **1.7 out of 4 (42.5%)** which represents **Two star (**)** and indicates **'Fair' service delivery**. Although this is still far from Praiseworthy, it is our belief that Federal College of

Education Eha-Amufu would aim at continuous improvements on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented