

Award of the SERVICOM Index

Report of

SERVICOM Compliance Evaluation of Federal College of Education (FCE) Kano, Kano State

February, 2019

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF FEDERAL COLLEGE OF EDUCATION (FCE), KANO

Date of Evaluation: 04 – 07 February, 2019

Score: 1.2 out of 4; (30%)

Ranking: One (1) Star (*) Service

Description: Poor

Findings

Strength:

- The College has an E-library which is well equipped and a multi-media centre. This makes teaching, learning and research work more effective in the college
- The College Clinic provide community and health care services to the immediate environment which portrays the college as sensitive to the plight of its environment and key stakeholders

Weaknesses:

- It was observed during the evaluation that most frontline staff do not wear name tags and offices/ desks are not clearly marked to indicate names and functions of officers. This makes identification of staff by students and visitors to the College difficult thereby causing a mix-up in the service delivery process
- The College environment as at the time of evaluation was generally unkempt. This promotes ill health and challenges to students who constantly use the facility
- The evaluators observed that the hostels accommodation (both male and female) are in a state of disrepair. Most of the doors and windows are broken and have to be covered with either tattered clothes or cartons. This does not provide a conducive atmosphere of habitation and learning for the students and thus affects outputs of teaching and learning
- In the course of interaction with students in the female hostels, they complained of insecurity as intruders jump into the hostel thus showing that the safety of students is not guaranteed
- Students complained of extortion at the point of registration as staff delayed the process in anticipation of monetary inducement. This does not give a good image to the college
- The College has no adequate Service Charter in place. This makes service takers and other stakeholders of the College not to be fully aware of the service delivery process and standards that exist in the college

- The College Records such as the Students Handbook (2008 -2010) and other available literatures for information are not been reviewed. For example information on the handbook such as names of the principal officers of the College are not current. This does not give a true and realistic state of affairs in the College
- Majority of the students spoken to especially those from the Remote communities complained that access to service is difficult due to the fact that the college has no organised transport arrangement (Campus Shuttle bus) in place for the students. Thus the cost of transportation to and from the college is on the high side
- There is no synergy between the Complaints department and the SERVICOM Unit in the College thereby creating a confusing process of channelling complaints. This was evident as students' complaints that their complaints are not usually satisfactorily handled but has to comply as they do not want to be seen as disturbing. Reference was made to changing of Courses and Missing Scripts.
- It was observed that waiting times standard especially in the payments of fees are not adhered to. For instance the payment portal is left open indefinitely. This creates loophole in the service delivery system as students take advantage of this delay to refuse payment
- Details of the actions taken to remedy poor performance are not published for the students to know the possible outcomes and in turn develop confidence in the service delivery system. e.g the issue of missing script is a reoccurring issue in the college. Definite action taken to remedy such cases is not known to the students

Recommendations:

- All staff should be made to wear name badges, and offices/desks should clearly indicate functions and names of officers. This will ensure easy identification of staff by students and visitors to the college
- The College environment should be kept clean at all times. Adequate arrangement should be made for waste disposal, lecture halls should be swept before commencement of lectures. In this regards, able bodied men and women should be employed to carry out the sanitation exercise in the college. This would create a more conducive teaching-learning atmosphere in the College.
- The Management should give priority to the repairs of the hostels. It should be renovated and given a facelift to provide a comfortable place of residence for the students. Options of partnership can be explored. This would ensure effective learning in the college.
- Adequate security should be provided in the female hostels. The fence should be completely raised and Razor Fence Barb Wire should be used across the fence to prevent strangers from jumping into the compound. Also, a Security post manned by female security personnel should be put in place at the entrance of the hostels
- The College Management should endeavour to investigate cases of extortion in the College and proffer a once-and-for-all solution to it. This would guarantee transparency in the service delivery process of the College

- A standard Service Charters for the college should be put in place. This should clearly state the service delivery process of the college and what students and stakeholders of the college should expect with the appropriate Grievance Redress Mechanism clearly stated
- The College's Records such as the Students Handbook and other information leaflets of the college should be reviewed. This would enable the public have an update information on current state of affairs in the college
- An organised transport facility such as Shuttle bus arrangement for the students especially those from the remote communities should be considered by Management of the college This would reduce the cost of transportation to and from the college thereby enabling easy access to service by the students
- There should be a synergy between the Complaints department and the SERVICOM Unit in the College. This would ensure a proper follow up, timely resolution and investigation of all complaints in a more professional manner
- Waiting times standard especially in the payment of fees should be adhered to. The students should be properly informed of the opening and closing time of the portal and the timeline created should be followed. This would create proper monitoring in the service delivery system and increase staff performance
- Details of actions taken to remedy poor performance not only in terms of structural defect but in service failure should be published for students to know the possible outcomes and build confidence in the service delivery system of the College. For instance, necessary steps taken on missing scripts should be published so that students faced with such challenges will be aware of the College processes

Conclusion

The SERVICOM index score awarded to the Federal College of Education (FCE) Kano is **1.2 out of 4.0 (30%)** which represents **One (1) Star (*) Service** and indicates 'Poor' service delivery. Although this is still far from praiseworthy, it is our belief that (FCE) Kano, would aim at continuous improvement on the quality of service delivered to its students and the various stakeholders 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) Kano. 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 (FCE) Kano 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 Federal College of Education (FCE) Kano 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%

3.0 Acknowledgement

We acknowledge the co-operation of the following for their contributions in the course of the evaluation exercise:

1. Mallam Adamu Adamu - Hon. Minister of Education
2. Prof. Anthony G. Anwuka - Hon. Minister of State for Education
3. Arc. Sunday Echono - Permanent Secretary, Fed. Min. of Education
4. Prof. Bappa Aliyu M. - Executive Secretary NCCE
5. Dr. Sadi M. Sirayo - Provost, Federal College of Education(FCE) Kano
6. Hajia Aisha I. Gashash - Registrar FCE Kano
7. Dr. Umar G. Gama - College Librarian FCE Kano
8. Dr. Uba Sani Sule - Chief Medical Director FCE Kano
9. Dr. Mary Okonkwo - HOD. Social Studies FCE Kano
10. Mrs. Fatima Mohammed - Head of Complaints FCE Kano
11. Mrs. Binta Aliyu - Female Hall Admin Officer FCE Kano
12. Ochege John O. - Focal Officer, SERVICOM FCE Kano
13. Abdussamad Sanusi - Secretary, SERVICOM FCE Kano
14. Shaaibu Yawale - Complaint Desk Officer, (FCE) Kano SERVICOM
15. Nura M. Lawan - Service Improvement Desk Officer, SERVICOM
16. Philip N. P. Thliza - Charter Desk Officer, SERVICOM

3.0 Terms of Reference

Federal College of Education (FCE) Kano is 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 Kano assume its present name when the Federal Government took over the college from ATC/ABU in 1990. The Institution was established through the joint efforts of the United States Agency for International Aid (USAID) and the Government of the Northern Region. It began in 1961 as a Teacher training College at Gwale Senior Primary School. Today the Institution offers courses in Pre-NCE, NCE, part-time courses. It is affiliated to the Ahmadu Bello University, Zaria for its degree award programmes. It has a total number of well over 17,000 students' turnout.

The service windows of Federal College of Education Kano vary significantly. To get a good representation we considered that we should inspect service windows that vary in:

- Sizes (large/small)
- Volume of customers (high or low)
- Range of services provided (full range of service or limited range of services)

Therefore, the following service windows were selected for evaluation:

- Schools (Academics)
- Registrar's Office (Admissions)
- Library Services
- Student Affairs
- Exams and records
- Hostel Accommodation
- College Clinic

The SERVICOM team for this evaluation consisted of two (2) SERVICOM Officers, Nodal Officer, FCE Kano and Staff of the SERVICOM Unit of FCE Kano.

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

Given the peculiar nature of the services provided by FCE Kano, it was also important to evaluate further evidence by administering questionnaires, and conducting interviews with its partners. The websites of SERVICOM Office www.servicom.gov.ng and FCE Kano www.fcekano.com were also used for research.

The key documents reviewed include:

- Student Handbook
- FCE Kano "The Flute" April, 2018
- Minutes of College Management Committee Meetings (2016 -2018)
- Minutes of ELMC Library Meeting (July 2017)
- EFT 5 Year Strategic Planning Committee (2010)
- FCE Draft SERVICOM Charter

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 draft Service Charter of the FCE Kano 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

Service Provision and delivery

- The Service Charter did not clearly state the service standards of services provided by the College e.g time lines for release of examination result, transcript etc. are not stated

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 the FCE Kano come up with a more realistic and customer focused Service Charter:

Foreward

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

Service Provision and delivery

- The Service Charter should clearly state the service standards of services provided by the College e.g time lines for release of examination results, transcript etc

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 Kano 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:
 - 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 Kano. Based on the evaluation, we have calculated a score for FCE Kano.

The overall Index score for FCE Kano is: **1.2 out of 4 (30%) Description: 'Poor'**

	Score for FCE, Kano
Overall Index Score	1.2
Service Delivery	1.2
1 – Standards & practices / performance	1.0
2 - Reception experience	1.3
3 – Complaints & grievance redress	1.2
Timeliness	1.1
1–Standards& practice/performance	1.0
2 – Customer friendliness	1.2
Information	1.3
1 – Information	1.5
2 - Customer feedback	1.0
Professionalism	1.2
1 – Transparency	0.9
2 – Efficiency	1.5
Staff Attitude	1.1

***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

- The College environment as at the time of evaluation was generally unkempt. This promotes ill health and challenges to students who constantly use the facility
- The evaluators observed that the hostels accommodation (both male and female) are in a state of disrepair. Most of the doors and windows are broken and have to be covered with either tattered clothes or cartons. This does not provide a conducive atmosphere of habitation and learning for the students and thus affects outputs of teaching and learning
- In the course of interaction with students in the female hostels, they complained of insecurity as intruders jump into the hostel thus showing that the safety of students is not guaranteed
- The College has no adequate Service Charter in place This makes service takers and other stakeholders of the College not to be fully aware of the service delivery process and standards that exist in the college
- The College Records such as the Students Handbook (2008 -2010) and other available literatures for information are not reviewed. For example information on the handbook such as names of the principal officers of the College are not current. This does not give a true and realistic state of affairs in the College
- Majority of the students spoken to especially those from the Remote communities complained that access to service is difficult due to the fact that the college has no organised transport arrangement (Campus Shuttle bus) in place for the students. Thus the cost of transportation to and from the college is on the high side
- Facilities for customers' convenience such as adequate waiting area, an ATM Machine on College premises and refreshments facilities are not all connected with the provision of the service. This causes anxiety and poor reception experience to students and visitors to the college
- There is no synergy between the Complaints department and the SERVICOM Unit in the College thereby creating a confusing process of channelling complaints. This was evident as students' complaints that their complaints are not usually satisfactorily handled but has to comply as they do not want to be seen as disturbing. Reference was made to changing of Courses and Missing Scripts.
- It was observed that the College has no provision for those with special need. This makes services provided by the college not to cover all customer group

5.3.2 Timeliness

- It was observed that waiting times standard especially in the payments of fees are not adhered to. For instance the payment portal is left open indefinitely. This

creates loophole in the service delivery system as students take advantage of this delay to refuse payment

- Customers complained that most staff do not offer explanations for delays in service delivery nor do they explain interruptions to services at all times. For example some lecturers come late to class while others tend to schedule weekend for their lectures when they cannot meet up with the time line

5.3.3 Information

- Details of the actions taken to remedy poor performance are not published for the students to know the possible outcomes and in turn develop confidence in the service delivery system. e.g the issue of missing script is a reoccurring issue in the college. Definite action taken to remedy such cases is not known to the students
- The results of consultations and feedback on services are not published in public domain e.g. meetings with students, stakeholders and partners of the college to assure customers that their views are being considered in the service delivery provisions

5.3.4 Professionalism

- Most frontline staff do not wear name tags and offices/ desks are not clearly marked to indicate names and functions of officers for easy identification of staff by students and visitors to the college
- Organizational charts showing the hierarchy of the College is not displayed at all service points of the college to enable the public know at a glance the structure and reporting channels of the College. Also to know where to go as the need arises
- Students complained of extortion at the point of registration as staff delayed the process in anticipation of monetary inducement. This does not give a good image to the College

5.3.5 Staff Attitude

- Not all staff have received training on customer care this affects the level of sensitivity in the treatment of customers e.g. it was observed that some frontline staff at various service points of the College are not friendly to customers. This was evident in the Students/Lecturers poor relationship as confirmed by the Students

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

- It was observed that most of the directional signs provided to guide students and visitors to the different service points in the College are faded and are not clear enough to direct customers to the various service windows. This makes movement within the college difficult

5.4.2 Professionalism

- Staff complained of lack of motivation, this is due to the fact that good and outstanding performance is not rewarded. This dampens staff morale and affects productivity

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 College environment should be kept clean at all times. Adequate arrangement should be made for waste disposal, lecture halls should be swept before commencement of lectures. In this regards, able bodied men and women should be employed to carry out the sanitation exercise in the college. This would create a more conducive teaching-learning atmosphere in the College.
- The Management should give priority to the repairs of the hostels. It should be renovated and given a facelift to provide a comfortable place of residence for the students. Options of partnership can be explored. This would ensure effective learning in the college.
- Adequate security should be provided in the female hostels. The fence should be completely raised and Razor Fence Barb Wire should be used across the fence to prevent strangers from jumping into the compound. Also, a Security post manned by female security personnel should be put in place at the entrance of the hostels
- A standard Service Charters for the college should be put in place. This should clearly state the service delivery process of the college and what students and stakeholders of the college should expect with the appropriate Grievance Redress Mechanism clearly stated
- The College Records such as the Students Handbook and other information handbook should be reviewed. This would enable the public have an update information on current state of affairs in the college
- An organised transport facility such as Shuttle bus arrangement for the students especially those from the remote communities should be considered by

- Management of the college This would reduce the cost of transportation to and from the college thereby enabling easy access to service by the students
- Facilities for customers' convenience such as adequate waiting area, an ATM Machine on College premises and refreshments facilities should be within reach at the college. This would reduce the anxiety and enhance good reception experience of students and visitors
 - There should be a synergy between the Complaints department and the SERVICOM Unit in the College. This would ensure a proper follow up, timely resolution and investigation of all complaints in a more professional manner
 - Provision should be made for those students with special need. e.g available wheel chairs in the clinic, stretcher, braille for the blind etc. should be provided. This would ensure that services provided by the college cover all customer group

6.1.2 Timeliness

- Waiting times standard especially in the payment of fees should be adhered to. The students should be properly informed of the opening and closing time of the portal and the timeline created should be followed. This would create proper monitoring in the service delivery system and increase staff performance
- Staff (Academic and Non Academic) should offer explanations for delays in service and explain interruptions at all times as the case may be. This would enable everyone to be on the same page and promote smooth service delivery without gaps

6.1.3 Information

- Details of the actions taken to remedy poor performance not only in terms of structural defect but in service failure should be published for the customers to know the possible outcomes and build confidence in the service delivery system of the College
- The College Management should endeavour to implement the results of consultation and adapt service accordingly such implementation should be made public for all to know that the College considers the views of its stakeholders in the service delivery process

6.1.4 Professionalism

- All staff should be made to wear name badges, and offices/desks should clearly indicate functions and names of officers. This will ensure easy identification of staff by Students and visitors to the college
- Organisational charts should be displayed at all service points so that the hierarchy of the college is known at a glance and all students and stakeholders of the college would know where to go for service as the need arises
- The College Management should endeavour to investigate cases of extortion in the College and proffer a once-and-for-all solution to it. This would guarantee transparency in the service delivery process of the College

6.1.5 Staff Attitude

- Frontline staff (Academic and Non Academic) should be trained on Customer Care; this would give staff the mind set and capacity to always treat customers with respect and dignity during service provision and delivery. Thus Students/Lecturers relationship would also be improved upon.

6.2 Additional Recommendations

6.2.1 Service Delivery

- Visible and adequate directional signs should be provided to guide students and visitors to the different service points in the College. This would make access to service easy for the students and visitors to the college

6.2.2 Professionalism

- Staff who are performing well should be motivated to continue to put in their best. This could be done by way of commendation or reward. Staff could also be motivated in terms of welfare packages in order to get their optimal input in service delivery at the College

6.3 Service Improvement Planning

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

6.4 Conclusion

The SERVICOM index score awarded to the Federal College of Education (FCE) Kano is **1.2 out of 4.0 (30%)** which represents **One (1) Star (*) Service** and indicates 'Poor' service delivery. Although this is still far from praiseworthy, it is our belief that (FCE) Kano, would aim at continuous improvement on the quality of service delivered to its students and the various stakeholders if the recommendations contained in this report are faithfully implemented.