

# **Award of the SERVICOM Index**

**Report of**

**SERVICOM Compliance Evaluation of  
Federal College of Education (FCE)  
Katsina State**

February, 2019

# **EXECUTIVE SUMMARY**

# **SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF FEDERAL COLLEGE OF EDUCATION (FCE) KATSINA, KATSINA STATE**

**Date of Evaluation:** February 04 – 08, 2019

**Score:** 1.7 out of 4 (42.5%)

**Ranking:** Star (\*\*)

**Description:** Fair

## **Findings**

### **Strengths:**

- At the time of the evaluation the Federal College of Education (FCE), Katsina has sufficient signage within and outside the campus which directs customers/students to various service points in a timely manner.
- The management of FCE, Katsina provides shuttle buses at strategic points in town for a subsidized rate of N30:00 only to convey students upon identification to and from the town to make mobility easier for students living Off Campus.
- All registrations are done online with no hidden cost, thus students are getting value for their money which depicts transparency.
- Availability of Wifi for research by staff and students, water, light (on the National grid line), 2 standby generators for the main library ,frequent consultation between management and Student Union Government demonstrates management commitment to service improve for the benefit of the customers.
- The new structures such as lecture theatres, Bio, Physics & Chemistry Labs as well as regular staff training and attendance of workshops and seminars for peer review sponsored by TETFUND is tailored towards service improvement
- Interview with students confirm that lecturers do not sell hand-outs. Rather, lecture notes are given to interested students to make photocopies which aids learning
- Student confirmed that they are duly informed of delays with reasonable explanations through a class speaker who represents the students and liaises with lecturers for information dissemination.
- At the time of the evaluation, students also confirmed that FCE, Katsina staff are friendly, polite, helpful and treat everyone equally. This is commendable as attitude to service is critical to attaining customer satisfaction.

- Staff demonstrate zeal and commitment to service despite insufficient manpower (Worked overtime) and lack of infrastructure such as physics & chemistry labs, reagents, etc. The College, in the bid to overcome this challenge, batches the students into lecture groups to ensure focused learning.

### **Weaknesses:**

- There is no evidence of FCE Katsina having an existing service charter thus, there is no up to date publication of standards for all major services and for customer care to the public
- Majority of interviewed female students complained of insecurity at the female hostels such as theft, sexual harassment and inadequate burglary proofs, (Available only on ground floor). This has led to loss of property and a risk to the lives of the female students.
- FCE, Katsina, has three (3) female hostels and Six (6) male hostels however, with a growing population of over Ten Thousand (10,000) students, accommodation is grossly inadequate with overcrowded rooms and insufficient beds, mattress in hostels. Hence quite a number of students commute from town to campus and this has led to distractions and unsettled learning.
- It is observed during the evaluation that hostels, common rooms, toilets and some parts of the College yards etc are in poor state of hygiene. This can result to an outbreak of diseases and epidemic.
- With student population of over Ten Thousand (10,000), there is inadequate of lecture halls which negatively affect effective learning during lectures, lab practical (Absence of one on one lab practical experience, rather students are grouped.) e.t.c.
- The students registration process is bureaucratic, cumbersome and hectic as students have to firstly obtain clearance from SUG Forum, secondly, collect a Pin number from ICT Centre, thirdly, get Remitta forms the Café, fourthly, pay at Banks outside the College, lastly, make repeated visits to present registration forms for stamping at relevant service points as staff are not always on ground to attend to them especially at prayer times, during lectures and meetings.
- Though there is availability of water, however it does not run through water pipes into the hostels and laboratories. This makes it tasking for experiments at labs and students who resolve to drawing water from the reservoir which increased chances of contamination.
- There was no evidence of analyses of complaints received over a period of time at the evaluated College. Thus no means to determine trend of complaints for service improvement purposes.
- There is no system in place to monitor waiting times as such the quality of staff lectures, adhering to the standard for release of examination results two

weeks after exams, collection of results, etc waiting times is not measured to identify service gaps.

- It was discovered during the evaluation that records are manually captured at the exams and records department which is prone to mistakes and delay in release of results (at times for more than three months) and issuance of certificates.
- It was gathered that apart from on the job trainings, staff have not received customer care training which limits professional handling of customer issues such as complaints facilitation and resolution

### **Recommendations:**

- The FCE Katsina should produce, publish and widely circulate its service charter so that both students and staff will have current and up to date information on the service standards of the College to guide students and staff expectations and obligations for effective and efficient service delivery
- The management of FCE Katsina should improve on security (Especially at the female students' hostels) by installing burglary proofs on all windows, implement screening at the entrance gates, increase security lights around the hostels and sensitize on security consciousness in the hostels and around the campus etc, for students' safety and ensure wearing of identification cards around the campus
- More hostels should be built and adequately equipped with facilities like beds, mattress, windows, doors repaired, electric fittings, etc to accommodate the teeming student population for better comfort and learning.
- There is a need for management to generally improve on the level of hygiene in the College (E.g. in Hostels, Toilets, commercial/shop area, etc) to avoid outbreak of diseases.
- The management of FCE Kastina should hasten the completion of building structures like lectures halls, labs, the new school clinic and provide sufficient teaching aids (E.g ICT facilities for projection, speakers etc) for improved learning experience by students.
- There should be one stop shop for students' registration where all registration service points are located in one spot including banks with available staff to attend to them. Timeline and appointment procedures should be adhered to for easier access and satisfactory delivery.
- The College water system should be improved to run through tap heads, into the hostels and labs by laying sufficient water pipes. This will improve access, ease of usage and improve on sanitary condition of the environment for the students.
- Complaints to the College should be analyzed regularly, e.g. weekly, monthly or quarterly. This will identify recurring challenges or trends for immediate action and service improvement

- Systems should be put in place to monitor waiting times like the standard for release of examination results two weeks after exams, collection of results, etc for service improvement. This will ensure timely adherence to standards.
- The College management should provide electronic data capture in exams and records department for timely release of results and certificates and enhanced records keeping for the benefit of the customers.
- Customer Relations and Complaints handling training should be planned and carried out for frontline staff of the College to equip them with the knowledge and skills to effectively interact with customers and boost the overall image of the College.

### **Conclusion:**

The SERVICOM Index score awarded to the Federal College of Education (FCE) Katsina, Katsina State 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, Katsina 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), Katsina. 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 further below. FCE, Katsina 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 FCE, Katsina 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 - Hon. Minister of Federal Ministry of Education
2. Prof. Anthony G. Anwukah - Minister of State, Federal Ministry of Education
3. Arc. Sunday S.T. Echono - Perm. Sec. Federal Ministry of Education
4. Mr. Linus Egeruo - Director Reform & Service Improvement, Federal Ministry of Education
5. Prof. Bappa-Aliyu Muhammadu - Executive Secretary, National Commission for Colleges of Education
6. Dr. Aliyu Idris Funtua, *FICA. FIICA* - Provost, Federal College of Education, Katsina
7. Dr. Sam E. Ohanado - Deputy Provost, FCE, Katsina
8. Mal. Usman Lawan - Bursar, FCE, Katsina
9. Alh. Abidina Abubakar - College Librarian, FCE, Katsina
10. Alh. Garba A. Isyaku - Registrar FCE, Katsina
11. Arc. Abdussalam Liadi - D.W.S. FCE, Katsina
12. Mallam Mohammed Adamu - Former SERVICOM Focal Officer
13. Omale Omakwaja - Incumbent SERVICOM Focal Officer
14. Karbir Danabdu - SERVICOM Committee, FCE Katsina
15. Umar Idris - SERVICOM Committee, FCE Katsina
16. Olayide A.O. - SERVICOM Committee, FCE Katsina
17. Lubabatu S. Kafur - SERVICOM Committee, FCE Katsina
18. Sani G. Mashi - SERVICOM Committee, FCE Katsina
19. Dahiru Labo - SERVICOM Committee, FCE Katsina
20. Abubakar B. Minin - SERVICOM Committee Secretary, FCE Katsina

### **3.0 Terms of Reference**

FCE Katsina was selected for evaluation following a presidential directive that all Government Ministries, Departments and Agencies (MDAs) 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 FCE Katsina State**

The Federal College of Education Katsina was founded in 1976, by the Federal Government of Nigeria along with other Federal Colleges of Education (then Federal Advanced Teacher's College) to produce well qualified non-graduate teachers of the Nigeria Certificate in Education cadre to teach primary and Junior Secondary Schools in the Country. The college commenced operations in 1979 and is also currently running under-graduate programs in Sciences and Languages, in affiliation with Bayero University Kano (BUK). It has over Two Hundred and Sixty (260) Academic, Seven Hundred (700) non-Academic staff strength and over Ten Thousand (10,000) students. Nigeria Commission for Colleges of Education (NCCE), a parastatal of Federal Ministry of Education was established in 1989 as the supervisory agency for the College of Education.

The Federal College of Education Katsina is located in Katsina, Katsina State. FCE is a service organization statutorily charged to produce Nigeria Certificate in Education (NCE) teachers who are highly motivated, conscientious, efficient and provides services through the follow Schools:

- a. School of Secondary Education Sciences
- b. School of Secondary Education (Art and Social Studies)
- c. School of Secondary Education and General Studies
- d. School of Secondary Education Languages
- e. School of Secondary Education Vocational and Technical
- f. School of Secondary Education Primary and Early Childhood Care Education
- g. School of Secondary Education, Special Education Studies and Adult and Non-Formal Education

FCE Katsina 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 Childhood
  - Elementary Education (ELED) Department
  - Basic School
  - Graduate Programs in Education (GPE) Department
2. Registrar's Office (Admission)
3. Examinations and Records
4. Hostel Accommodation
5. Library Information and Media Studies (LIMS) Department
6. SERVICOM

The SERVICOM team for this evaluation consisted of two (2) SERVICOM Officers, Nodal Officer of FCE, Katsina

Evidence was gathered at the service windows through customer interviews, discussions with staff and partners (Like Batagarawa Low Cost Primary School, FATCKAT Consultancy etc), review of key documents and general observations.

Given the peculiar nature of the services provided by FCE, Katsina, it was also important to evaluate further evidence by administering questionnaires, and conducting interviews. The websites of SERVICOM Office [www.servicom.gov.ng](http://www.servicom.gov.ng) and MDAs websites was also used for research and

The key documents reviewed include:

- Curriculum Implementation Framework, 2012
- Minimum Standard of the Six (6) Schools
- Revised Conditions of Service, 2015
- Students Handbook
- Five Years Fiscal Development Plan 2017-2021
- Minutes of SERVICOM Committee meetings
- Teaching Practice Notebook
- A print out of Work ethics

## **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 window.

### **5.1 Charter Evaluation**

There was no evidence of a Service Charter for FCE Katsina, Katsina State as none was given to the team of evaluators during the evaluation exercise.

## 5.2 Index Score

The table below summarises the result of the evaluation of the service window. Based on the evaluation, we have calculated a score for **FCE Katsina, Katsina State**.

The overall Index score for the **FCE Katsina, Katsina State** is: **1.7 out of 4 (42.5%)**  
**Description: fair**

	Score for FCE Katsina, Katsina State
<b>Overall Index score</b>	<b>1.7</b>
<b>Service Delivery</b>	<b>1.8</b>
1 - Standards & practices / performance	1.5
2 - Reception experience	1.9
3 - Complaints & grievance redress	1.9
<b>Timeliness</b>	<b>1.9</b>
1–Standards & practice/performance	1.8
2 – Customer friendliness	2.0
<b>Information</b>	<b>1.4</b>
1 – Information	1.8
2 - Customer feedback	1.1
<b>Professionalism</b>	<b>1.7</b>
1 – Transparency	1.5
2 – Efficiency	1.8
<b>Staff Attitude</b>	<b>1.9</b>

- Scores are rounded to one 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

- It is observed during the evaluation that majority of the College buildings do not have ramps. This makes it difficult for the physically challenged to access services of the College.
- There are no records of complaints and details of timelines and resolution. Thus number of received complaints and timeline for response and resolution cannot be ascertained and frequently occurring complaints identified.
- There is no evidence of analyses of complaints received over a period of time at the evaluated College. Thus no means to determine trend of complaints for service improvement purposes.
- Though it is commendable that there are shaded seat outs around the College campus, the hostels common rooms are unclean, bare with no seats, television sets, etc. Hence students do not have a relaxation room in the hostels to entertain visitors.
- Majority of interviewed female students complained of insecurity at the female hostels such as theft, sexual harassment and inadequate burglary proofs, (Available only on ground floor). This has led to loss of property and a risk to the lives of the female students.
- FCE, Katsina, has three (3) Female hostels and Six (6) male hostels. However, with a growing population of over Ten Thousand (10,000) students, accommodation is grossly inadequate with overcrowded rooms and insufficient beds, mattress in hostels. Hence students have to commute long distances and this reduces positive learning experience.
- It is observed during the evaluation that hostels, common rooms, toilets and some parts of the College yards etc are in poor state of hygiene. This can result to outbreak of diseases and epidemics among the resident population.
- With student population of over Ten Thousand (10,000), there are insufficient lecture halls which negatively affect effective learning during lectures, rescheduling of lectures, lab practical (No one on one lab practical experience) e.t.c.
- The students registration process is too cumbersome and hectic as students have to firstly Obtain clearance from SUG Forum, secondly, collect Pin from ICT Centre, thirdly, get Rimita from Café, fourthly, pay at Banks outside the College and lastly, make repeated visits to present registration forms for stamping at relevant service points as staff are not always on ground to attend to them especially during prayers and examination time.

- Though there is availability of bore hole water everywhere on campus, it does not run through water pipes into the buildings. This makes it tasking for experiments at labs, flushing of the toilet and students resolve to drawing water from the reservoir which increases chances of contamination and diseases.
- The School clinic only has a visiting doctor who visits the clinic on Mondays and Wednesday but does not have a standby doctor or doctor on call, though there are experienced nurses. Emergency cases have to be referred to the Federal Medical Centre and other hospitals which is quite a distance away.
- Interview with staff revealed that male students vandalise lecture halls and hostels electric fittings such as fans, light bulbs, louvers etc, which hinders the management efforts of maintaining structures and providing efficient service delivery.
- There was no evidence of analyses of complaints received over a period of time at the evaluated College. Thus no means to determine trend of complaints for service improvement purposes

### **5.3.2 Timeliness**

- There is no system in place to monitor waiting times as such the quality of staff lectures, adhering to the standard for release of examination results two weeks after exams, collection of results, etc waiting times is not measured to identify service gaps.
- It was discovered during the evaluation that records are manually captured at the exams and records department which is prone to mistakes and delay in release of results (at times for more than three months) and issuance of certificates.
- It is observed that there are no seats for students awaiting service at service points such as registration, collection of results/certificates, which negates good reception experience.

### **5.3.3 Information**

- There is no evidence of FCE Katsina having an existing service charter thus, there is no up to date publication of standards for all major services and for customer care to the public
- Though there is a nominated SERVICOM Focal Officer at the evaluated College, there is no evidence of collection and collation of feedback from the various customer groups for the purpose of ensuring that comments and suggestions from the them are documented and acted upon
- It is gathered from interviewed students that the College does not provide braille facilities for the visually impaired students. Therefore does not take into consideration the information needs of its various customer groups
- Customer Satisfaction Surveys and analysis of same are not carried out to assess the level of satisfaction by customers with the services of the College

- Though students lay complain to HODs, Level Coordinator, Dean, Guidance and counseling unit etc. There were no designated SERVICOM complaint desk officers to help facilitate complaint handling which can delay complaint resolution.

#### **5.3.4 Professionalism**

- It is observed at the time of the evaluation that most front-line staff do not wear name tags. This hinders proper identification by customers and difficult to identify miscreants who steal students motor bikes
- Contact details of person(s) in charge of customer service and complaints handling is not displayed at all service outlets for customers to call in case of service failure.
- Summary of complaints and details of actions taken to remedy complaints received over a period of time are not published. Consequently customers are not informed on trend of actions taken to resolve lodged complaints.
- Though evaluators are informed by interviewed staff that performance monitoring of staff generally takes place during supervision visits by the College monitoring teams of quality assurance Department and SERVICOM Committee, there was no evidence of such for confirmation aside from Porters shift schedule who report to student affairs hall officer daily.
- There is gross shortage of both Academic staff (Currently about 260) and Non-Teaching staff (Currently about 700) who provide services to over Ten Thousand (10,000) students. This negatively affects quality service delivery. e.g Delayed publication of results upon completion of exams and issuance of certificates at the exams and records department. Repeated visits for stamping of forms etc.
- The organizational structure of the FCE, Katsina is displayed mostly in offices and not at strategic service points at the evaluated College. Thus customers are not adequately informed on the hierarchy of authority and the proper channel of communication in the event of service failure.
- There is no evidence of publication of summary of budget and expenditure for the benefit of customers. Hence they cannot assess the financial performance of the Collage for best practices and transparency.

#### **5.3.5 Staff Attitude**

- There is no evidence to show that the College has produced a customer care policy. This limits the information both staff and students have on the standard of care for the students
- It was observed during the evaluation that apart from on the job trainings, staff have not receive customer care training which limits professional handling of customer issues such as complaints facilitation and resolution
- Most students complain of unfriendly porters at the hostels, thus making them unapproachable to make inquiries and lay complaints of service gaps.



## 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

- Management of FCE Katsina should ensure that all buildings (Including the hostels) have ramps to enable the physically challenged have easy of access to structures and services of the College
- There should be records of complaints including the dates received, action taken to resolve complaints and timelines of resolution. This will enable analysis of how long it takes to resolve complaints and a history of actions taken
- Complaints should be analyzed regularly, e.g. weekly, monthly or quarterly at the College. This will identify recurring challenges or trends for immediate action and service improvement
- The students' hostels common rooms should be adequately furnished with comfortable seats, television etc and kept in clean condition for students and visitors relaxation after lectures which will improve learning
- The management of FCE Katsina should improve on security (Especially at the female students' hostels) by installing burglary proofs on all windows, implement screening at the entrance gates, increase security lights around the hostels and sensitize on security consciousness in the hostels and around the campus etc, for students' safety and enforce wearing of identification cards.
- More hostels should be built and adequately equipped with facilities like beds, mattress, electric fittings, etc to accommodate the teaming student population for better comfort and learning.
- There is a need for management to generally improve on the level of hygiene in the College (E.g. in Hostels, Toilets, commercial/shop area, etc) to avoid outbreak of diseases.
- The management of FCE Katina should hasten the completion of building structures like lectures halls, labs, school clinic and provide sufficient teaching aids (E.g ICT facilities for projection, speakers etc) for improved learning experience by students.
- There should be one stop shop for students' registration where all registration service points are located in one spot including banks with available staff to

attend to them. Timeline and appointment procedures should be adhered to for easier access and satisfactory delivery.

- The College water system should be improved to run water into the buildings by laying sufficient water pipes. This will ease usage and improve on sanitary conditions of the environment for the students.
- The College management should employ more permanent doctors so that patients can be attended to 24 hours of the day to ensure prompt and timely treatment of emergency cases.
- There should be close monitoring, security checks after lecture hours and constant sensitization to students on the need to preserve school properties for their benefit and appropriate measures should also be taken against any offender to deter others.
- Complaints should be analyzed regularly, e.g. weekly, monthly or quarterly at the College. This will identify recurring challenges or trends for immediate action and service improvement

#### **6.1.2 Timeliness**

- Systems should be put in place to monitor waiting times like the standard for release of examination results two weeks after exams, collection of results, etc for service improvement. This will ensure timely adherence to standards.
- The College management should provide electronic data capture in exams and records department for timely release of results and certificates and enhanced records keeping for the benefit of the customers.
- Adequate seats should be provided for students awaiting service at service points such as registration, collection of results/certificates for better reception experience.

#### **6.1.3 Information**

- The FCE Katsina should produce, publish and widely circulate its service charter so that both students and staff will have current information on service standards of the College to guide students and staff expectations and obligations for effective and efficient service delivery
- The nominated SERVICOM Focal Officer of the evaluated College, should collect and collate feedback from the various customer groups and results of the collation should be analyzed regularly (e.g. weekly, monthly, quarterly and publish in bulletins) and reported to Management for informed policy decision making for service improvement.
- The College should provide braille for the visually impaired students to cater for their needs, motivate and encourage their learning efforts.
- A customer satisfaction survey and analysis of same should be carried by administering a simple questionnaire to students and publicized. This will encouraged students to lay formal complaints or comment on quality of services as well as be informed of their collective satisfaction level on service delivery performance of the College

- Apart from the SERVICOM Committee members from the six Schools, SERVICOM customer care /complaint desk officers should be appointed from each department/unit and prominently made identifiable by students to help facilitate complaint resolution.

#### **6.1.4 Professionalism**

- All staff should wear their name tags for ease of identification by students and transparency.
- Contact details of the Customer Relations/Complaints Desk Officer should be placed at all service frontlines for customers to call in case of service failure.
- Summary of complaints received and details of action taken to resolve complaints should be published for the benefit of customers. This will boost the confidence of others with justified complaints and assure them that their complaints will be treated.
- Records of performance monitoring and reporting should be published and made available to customers for them to assess the level of performance of the College against its service standards.
- Ministry of Education and National Commission of Colleges of Education should employ sufficient Academic and Non-Teaching staff for FCE Katsina for effective and efficient service delivery.
- The management of the College should hasten the completion of the various structures such as lecture halls, hostels, lab, etc for better customer service experience.
- The organizational structure of the FCE, Katsina should be displayed at strategic service points of the College for customers to be adequately informed on the hierarchy of the College and the proper channel of communication in the event of service failure.
- To promote transparency in the expenditure of public funds, a summary of budget and expenditure of the College should be published and displayed at strategic points for the benefit of the customers and staff

#### **6.1.5 Staff Attitude**

- The College should produce, publish and display its customer care policy at strategic service points for customers and staff to be informed of the quality services to expect and serve as a yard stick of measuring customer experience.
- Customer Relations and Complaints handling training should be planned and carried out for frontline staff of the College to equip them with the knowledge and skills to effectively interact with customers and boost the overall image of the College
- Management of the College should ensure that the porters at the hostels partake in the Customer Relations and Complaints handling training for professional and cordial handling of students

## **6.2 Service Improvement Planning**

Although the question of how these recommendations might best be implemented is a management issue for Federal College of Education, Katsina Katsina State, SERVICOM Office through the SERVICOM Institute will work with the Management of FCE, Katsina and its SERVICOM Unit/ Committee 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 (FCE) Katsina, Katsina State 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, Katsina would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.