

Award of the SERVICOM Index

Report of

**SERVICOM Compliance Evaluation of
Federal College of Education (FCE),
Kontagora,
Niger State**

May 2019

EXECUTIVE SUMMARY

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

Date of Evaluation:	May 13-17, 2019
Score:	1.5 out of 4 (37.5%)
Ranking:	One Star (*) Service
Description:	Poor

Findings

Strengths:

- Customers confirmed staff are attentive, friendly and 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 are set and published for use by students, this has helped the management monitor the overall performance of the school periodically
- Federal College of Education, Kontagora has ensured there is adequate water supply within the College premises by installing solar panels as alternative means of supply water to staff and students. This has made the learning conducive and reduced the stress students pass through to have access to water in the college.

Weaknesses:

- The SERVICOM Unit does have a full complement of staff, i.e. focal Officer and (3) three desk Officers namely: Charter Desk Officer, Complaints/Customer Relations Desk Officer and Service Improvement Desk Officer to assist the focal Officer drive the Service Delivery initiative as directed by the Federal Government of Nigeria. This has hindered the implementation of Service Delivery Initiative aimed at providing citizen-focused service in the institution.
- The College has not produced a Service Charter. This makes it difficult for various Customer groups have access to updated information on the services and standards provided by the College.
- As at the time of evaluation, it was observed that some of hostels were overcrowded. This makes the hostel accommodation unsuitable for living thereby affecting the learning of students.
- The College does not have adequate conveniences especially around the lecture halls for students use. This exposes the student to health and environmental hazards as they have to use open spaces as conveniences.

- There is no designated Complaints Officer in the college to receive and handle complaints. This makes it difficult for students to know who to complain to when services fail.
- The College does not carry out customer satisfaction surveys nor use comment cards. This makes it difficult for the College to know whether or not customers are satisfied with services being rendered.
- Organizational Chart of the College is not displayed at all service points to inform customers of the hierarchy of staff and who has the last say in any matter in the College.
- Federal College of Education, Kontagora does not have a customer care policy in place to serve as proper guide for the equal treatment of all customers by staff
- All frontline staff are not trained on customer care; this affects their level of sensitivity to customers
- Training for non-teaching staff of FCE Kontagora is not regular as most staff complained that they have not attended training over a two-three year period
- Summary of complaints received and actions taken over a period of time is not published; as such customers do not know if their complaints are acted upon or used for service improvement
- As at the time of evaluation, there was no evidence that complaints received were recorded and analyzed. This makes it difficult to identify trends and recurrent issues that could point to the existence of systemic problems

Recommendations:

- In line with Federal Government's directive, the College should constitute a SERVICOM Unit with full complement of staff namely: Charter Desk Officer, Customer Relations/Complaints Desk Officer and Service Improvement Desk Officer to drive the Service Delivery initiative. This will help improve the implementation of the Service Delivery Initiative aimed at providing citizen-focused service.
- The College should produce a Service Charter. This will give customers the opportunity to know various services available and also have access to updated information on the services and standards provided.
- The College should explore the Public Private Partnership (PPP) arrangement with the private sector or its key stakeholders to address the issue of hostel accommodation. This would reduce the risk to health hazards and exposure to communicable diseases and ensure their comfort of the students.
- The College should construct more conveniences especially around the lecture halls to reduce risk of diseases associated with open defecation.
- There should be a Desk Offices nominated and assigned to receive and handle complaints, whose details should also be clearly displayed around the College. This makes it easy for customers to identify the staff and know who to complain to when services fail.

- The College should carry out customer satisfaction surveys and use comment cards periodically to assess the level of customer satisfaction. This will make it easy to determine areas of service improvement and measure customer satisfaction.
- Organizational Chart of the College should be displayed at all service points to inform customers of the hierarchy of staff and who has the last say in any matter in the College.
- A robust customer care policy for the College should be designed and published to enhance standard treatment of all customers
- Frontline staff should be trained on customer care; this will improve customer sensitivity of staff
- Regular training and retraining of non-teaching staff should be provided as at when due. This will enhance their skills and competencies to enable them operate in line with global best practices
- Summary of complaints received and actions taken over a period of time should be published. This will make it easy for the College to resolve recurrent issues and know areas of service improvement
- Records of analysis of complaints received should be kept; this gives the College and customers' information on patterns of complaints received and areas that need urgent attention.

Conclusion

The SERVICOM Index Score awarded to the Federal College of Education Kontagora , Niger State is **1.5 out of 4 (37.5%)** which represents **One star (*)** and indicates '**Poor service delivery**'. Although this is still far from praiseworthy, it is our belief that the Federal College of Education Kontagora 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 Kontagora Niger 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 Kontagora 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. Mallam 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. Prof. Farouk Rasheed | College Provost |
| 6. Barrister Aishatu Y Bukar | College Registrar |
| 7. Alhaji Kawu Abdullahi Ndaliman | Deputy Registrar Establishment |
| 8. Bulus Gloria Boma (Mrs) | Dean General Education |
| 9. S. M Umar | Dean Student Affairs |
| 10. Mrs Charity Okoh | Dean Early Child |
| 11. Alhaji Suleiman Maigari | Deputy Registrar, SERVICOM |

12. Samai'la B Mohammed	College Librarian
13. Dr. Abdulsalam Muhammed	Coordinator Teaching practice
14. Dr (Mrs) Alyu Muslimat	Director, Quality Assurance
15. Dr Ahmed Kuta	Desk Officer Tetfund
16. Alhaji Haruna Abdullahi	College Bursar
17. Mr Andrew Ibrahim	College PRO
18. Dr Biodun Abraham Ayoola	Acting Medical Director
19. Osuma Idowu Muyiwa	SERVICOM Unit

3.0 Terms of Reference

The Federal College of Education Kontagora 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 is located in Kontagora Local Government Area of Niger State. The college was established and charged with the responsibility of producing teachers for intermediate manpower level. The College is primarily charged with the responsibility of effective teaching research and community service.

FCE Kontagora is a service organization statutorily charged to produce basic and higher level teachers. It provides services through several Schools as follows:

- a. School of Arts and Social Science
- b. School of Early Child Education
- c. School of General Education
- d. School of Languages
- e. School of Vocational and Technical Education
- f. School of Science

FCE, Kontagora through its Schools and Departments provides the following services to students:

- Teaching
- Research
- Community service

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

- Sizes (large or small)
- Volume of customers (High or low)

- Range of services provided (Provide full or limited range of services or limited range)

Therefore, the following service windows were selected for evaluation:

- Administration
- Bursary(Finance and Accounts)
- Clinical/ Health services
- Registrar's Office
- Examination and Records
- Library
- Hostel Accommodation
- Early Child Hood
- Elementary Education Department
- Basic school
- Graduate program in Education Department
- Library Information and Media Studies
- Teaching practice Department

The SERVICOM team for this evaluation consisted of two SERVICOM Officers, and the SERVICOM Unit of federal College of Education, kontagora

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. Tetfund, The website of SERVICOM office www.servicom.gov.ng and the college website www.fcekg.com was also researched.

The key documents reviewed include:

- National Commission for College of Education Minimum Standards for courses booklet
- School Magazine 2016
- Students Handbook
- Condition of Service of the College
- Course Assessment Questionnaire
- Time table
- Academic Calendar
- Quality Assurance Reports
- Audited Financial Report 2015,2016
- Budget Performance Report 2018
- Minutes of management meeting
- SERVICOM Unit Progress Report
- SCRAR
- Evidence of consultation with Stakeholders, etc

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 evaluated score for the service charter of Federal College of Education, Kontagora is: **Unsuitable**

5.1.1 Findings on Service Charter

The following observation has been made on the service charter of Federal College of Education, Kontagora.

- Federal College of Education Kontagora has not produced a service charter as at the time of evaluation.

5.1.2. Recommendations for improving Service Charter

- Management of the College should ensure that a service charter is produced for the benefit of all staff and students. This would guarantee quality service delivery to all students and stakeholders
- In line with best practices, all stakeholders should be engaged during the development of the charter. This will ensure that service standards are realistic and achievable
- The contents of the Charter should be properly arranged with specific details in the following order:
 - Introduction/Background
 - Vision
 - Mission
 - Services Rendered
 - List of customers (intra, inter and public)
 - Performance target/customers expectations
 - Obligations of customers
 - Complaints/Grievance Redress Mechanism
 - Stakeholders participation in service provision
 - Special needs provision
 - Existing limitations

5.2 Index Score

The table below summarises the result of the evaluation of Federal College of Education, Kontagora. Based on these, we have calculated a score for Federal College of Education Kontagora.

The overall Index score for Federal College of Education Kontagora is **1.5 out of 4 (37.5%)**

One Star Service

Description: Poor

	Score for Federal College of Education Kontagora
Overall Index score	1.5
Service Delivery	1.2
1 - Standards & practices / performance	1.1
2 - Reception experience	1.7
3 - Complaints & grievance redress	0.9
Timeliness	1.8
1–Standards & practice/performance	1.7
2 – Customer friendliness	2.0
Information	1.6
1 – Information	2.0
2 - Customer feedback	1.3
Professionalism	1.4
1 – Transparency	0.5
2 – Efficiency	1.4
Staff Attitude	1.4

* 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 Kontagora** which we feel need to be addressed as a matter of urgency

5.3.1 Service Delivery

- The College SERVICOM Unit does have a full complements of staff, which should consists of a focal Officer and (3) three desk Officers assisting the focal Officer to drive the Service Delivery initiative. This hinders the implementation of Service Delivery Initiative aimed at providing citizen-focused service in the institution.
- As at the time of the evaluation, the college had not produced a Service Charter, thus various Customer groups had no access to updated information on the services and standards provided by the College
- There are no adequate directional signs around the school premises to guide customers to different service windows.
- Conveniences around the lecture halls are inadequate and while the few available were either locked or unkempt as at the time of the evaluation. This will expose the students to risk of communicable diseases arising from open defecation.
- As at the time of evaluation, the hostels visited were overcrowded. This creates discomfort and inconveniences for students staying within the campus
- There is no designated Customer Relations Officer/Complaints Desk Officer is not displayed at all service frontlines which makes it difficult to locate him/her when services fail

5.3.2 Timeliness

- As at the time of evaluation, there was no evidence that performance targets exist 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

5.3.3 Information

- There is no evidence that feedback from customers is published, this will discourage customers to give the college useful information on how to improve service
- Organizational Chart is not displayed at all service points to inform customers on the hierarchy of staff. This makes it difficult for students to know who has the final say in determining issues in the College
- Summary of complaints received and actions taken over a period of time is not published. This makes it difficult for customers to not know if their complaints are acted upon and used for service improvement

- As at the time of evaluation, there was no evidence that complaints records were analyzed. This makes it difficult to identify trends and recurrent issues that could point to the existence of systemic problems

5.3.4 Professionalism

- 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 especially complaints management
- There is no evidence that the College conducts customer satisfaction surveys periodically to assess satisfaction across its customer groups. This makes it difficult for the College to determine how the customers perceive its services
- There is no evidence that peer review is used to share lessons and challenges, compare performance, set new and challenging benchmarks in the College

5.3.5 Staff Attitude

- It was observed that most staff and students in the college do not use their identity cards/ name tags, making it difficult to distinguish staff, customers and visitors in the school premises
- Federal College of Education, Kontagora has not produced and displayed its Customer Care Policy to guide its staff-customer relationship in the service delivery process
- Staff interviewed confirmed that regular training is not provided to non-academic staff; this reduces productivity
- There was no evidence that a reward system exists in the College for staff who distinguish themselves in service delivery. This has reduced productivity of staff affects service delivery negatively
- As at the time of evaluation, there was no evidence that the college gives consideration to the requirement of customers with special needs, this exposes this type of customers/students to untold hardship and stress while accessing service

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 College should constitute a SERVICOM Unit full complement of staff, which comprises of a focal Officer and (3) three desk Officers to drive the service delivery initiative as directed by the Federal Government. This will help in the implementation of the Initiative aimed at providing citizen-focused service
- The FCE Kontagora should work with the SERVICOM Office to produce a suitable

Service Charter for the college, and should contain information about standards and key services rendered by the college. Inputs from the different customer groups should be sought to ensure ownership.

- Adequate directional signs should be provided at strategic locations around the school to guide customers and visitors to locate various offices and service points with ease
- Adequate conveniences should be provided around the lecture halls, made accessible and cleaned regularly. This will reduce the risk of contracting communicable diseases
- The College should explore the Public Private Partnership (PPP) arrangement with the private sector to look into provision of hostel accommodation for the students. This would ensure their comfort and eliminate unnecessary inconveniences that are related to overcrowding in the hostels
- 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 in the College; this would make it easy to locate the person when service fails

6.1.2 Timeliness

- Periodic performance targets should be set for all staff of the college and monitored. This would ensure that performances are measured against set standards aimed at achieving the mandate of the College

6.1.3 Information

- Evidence of feedback from customers should be published. This will encourage customers to give share information on how services can be improved
- Organizational chart of the College should be displayed at key service points e.g. library, reception area etc. as this will guide and enable students and other stakeholders know the hierarchy of staff and who has the final say administratively
- Summary of complaints received and actions taken on justified complaints should be published periodically. This would assure customers that their complaints are acted upon and used for service improvement
- Complaints should be analysed periodically to enable the College identify and rectify negative trends and recurring problems. This would enhance proactive problem-solving and improve overall performance

6.1.4 Professionalism

- Staff and students should be sensitized on SERVICOM principles and methods. This will create awareness about the initiative and how it can be used to improve service delivery
- The College should ensure conduct of periodic Customer satisfaction surveys. This will help the determine how customers perceive its services as well as improve service delivery
- The College should periodically engage in peer review with similar Institutions to share knowledge, compare performance, and set new and challenging benchmarks. This would bring about improved service delivery.

6.1.5 Staff Attitude

- Staff and students should always use their identity cards/ name tags in the school premises, as this will make it easy to distinguish between staff, customers and visitors in the school premises
- Customer care Policy of the college should be produced, published and displayed at strategic locations of the School to enhance staff-customer relationship management
- Regular training should be provided for all categories of staff especially non-academic. This would upgrade their competencies and enhance their performance
- The College should introduce a reward system to recognise staff who distinguish themselves in service delivery. This is to encourage staff and enhance performance in service delivery to customers.
- The College should ensure that consideration is given to customers with special needs e.g. the physically challenged. Ramps should be constructed around the premises for easy access.

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 Kontagora the SERVICOM Office through the SERVICOM Institute will work with the Management of Federal College of Education Kontagora 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 Kontagora, is **1.5 out of 4 (37.5%)** which represents **Two star (*)** and indicates '**Poor**' service delivery. Although this is still far from Praiseworthy, it is our belief that Federal College of Education Kontagora would aim at continuous improvements on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented