Award of the SERVICOM Index

Report of

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

January, 2019

EXECUTIVE SUMMARY

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

Date of Evaluation: **January 21-25, 2019**

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

Ranking: **Two Star Service**

Description: **Fair**

Findings

Strengths:
- As an evidence of a good collaboration, stakeholders, confirmed that they are consulted regularly on the service delivery process and systems aimed at improving services in the College e.g. the host community and other stakeholders are consulted
- Students confirmed that staff are receptive and consider their plight a priority in the service delivery process, for example students interviewed confirmed that staff who handle large (General Courses) classes work extra hard to meet on datelines for marking of scripts/ processing of results
- The college has provide Information about services in a variety of ways for the benefit of students, for example during orientation, Departmental Meetings, College publications and the College website
- Access to the College, the various Schools, Departments and other service points within the college has been made easy for the public through provision signages and extensive labelling of offices

Weakness:
- Interaction with staff and observation shows that the college is seriously under staffed. This affect timely release of results as most lecturers especially the ones that take general courses are overworked and have to mark thousands of scripts
- Conveniences are not provided in the older buildings, where they are provided they are not well maintained. Most of the toilets are locked dirty, flooded and neglected as a result students are not able to use them; this reduces student/stakeholder reception experiences
- Interaction with both staff and students show that missing examinations scripts and omission of results is still not completely eradicated despite efforts by the current provost to curb it. This leads to affected students carrying over courses, sometimes students have to spend extra year to clear such courses
- Students and staff confirmed that for large classes where public address systems are needed for teaching, they are either not provided or are faulty. This makes it difficult for lecturers to impact knowledge to the students
- It was observed during the evaluation that hostels are in a state of disrepair. Most of the toilets are dirty, flooded and the hostel surrounding kept unclean and untidy. this may lead to outbreak of diseases

- Due to the policy of the College where all students have to generate their RRR code from the college ICT Unit before they proceed to the bank to make payments. Considering the population of the college, this makes life unpleasant as students interviewed confirmed they spent hours, sometimes days before they are attended to
- There is no system in place to monitor how long it takes before a lecturer submits results to exam officers for processing and release of results. This leads to unnecessary delays in release of exam results and affect students who needs to register for courses carried over to another academic session
- The college has not produced a service Charter. This makes it difficult for both staff and students to know their obligations and expectations with respect to the services provided by the college
- The cost of all services and the procedure for payment is not displayed at all necessary service points e.g. cost for course registration was not displayed at most departments visited. This could lead to hidden charges as some students interviewed said they paid twelve thousand naira as school fees but were issued receipts of Ten thousand
- The names of persons in charge of customer care/complaints are not displayed at all service points within the college. Thus students don't know who to go to when services fail
- Most staff of the college complained that training for staff of the college is not regular, especially nonacademic staff
- The Federal College of Education Pankshin not have a customer care policy in place to serve as proper guide for the equal treatment of all Students by the staff
- All frontline staff are not trained on customer care; this affects their level of sensitivity to customers

Recommendations:
- The management of the college should liaise with appropriate authorities to employ both teaching and non-teaching staff. This will reduce the work load on the staff and ensure timely releases of results
- Conveniences, especially toilets should be maintained and kept clean for use by stakeholders/students when nature calls
- Though management confirmed that measures are being put in place to eradicate incidence of missing scripts and omission of results, it is necessary that implementation should commence to put an end to missing scripts and omission of results, option of ICT can be deployed
- The management of the college should provide functional Public address systems for large lecture theatres. This will aid make it easier for delivery of lectures to students
- The management of college should as a matter of urgency renovate the students hostels, facilities such as befitting common rooms should be provided for all the hostels, also toilets should be maintained and the hostel surroundings should be properly cleaned to avoid outbreaks of diseases in the school
- The management of the college should allow students generate their RRR from Cyber cafes and on their phones. This will reduce the stress and reduce the hours they spend at the IT centre before they generate RRR

- A system should be put in place to monitor all services provided by the college e.g. the time it takes for lecturers to submit results to exam officers for processing, this will lead to prompt delivery of services and reduce unnecessary delays
- The SERVICOM Unit of the College should as a matter of urgency produce a service charter which will serve as guide for both staff and students, the service charter will enable students know what to expect from the college and the students obligations before he or she receives services
- The costs and payment procedures for all services should be clearly displayed at all service points e.g. the cost for course registration and other services should be displayed. This will forestall the incidence of hidden costs to Students
- The Name, Office address and telephone numbers of persons in charge of Customer Care/Complaints handling should be displayed at all service points for the benefit of students when services fail
- The management of the college should provide Regular training and retraining should be provided for Academic and non-academic staff as at when due. This will enhance their skills and competencies to enable them provide the best services to their students
- A robust customer care policy for the College should be designed and published to enhance standard treatment of all students
- All Frontline staff of the College should be trained on customer care; this will improve customer sensitivity of staff and leads to improved staff student relationship

Conclusion

The SERVICOM Index score awarded to the Federal College of Education, Pankshin is **1.7 out of 4 (42.5%)** which represent **Two star** and indicates **'Fair' service.** Although this is still far from praiseworthy, it is our belief that the Federal College of Education, Pankshin would achieve continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.

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MAIN REPORT

1.0   Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of the Federal College of Education Pankshin. 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, Pankshin 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, Pankshin 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.	Mall. Adamu Adamu	Minister, Federal Ministry of Education
2.	Prof. Anthony Onwuka	Hon Minister of State, Education
3.	Arc. Sonny Echono	Permanent Secretary, Ministry of Education
4.	Prof. Bappa-Aliyu Muhammadu	Executive Secretary National Commission for Colleges of Education
5.	Dr. Amos B. Cirfat	Provost, Federal College of Education Pankshin
6.	Mrs Margaret N. Jatau	Deputy Provost Federal College of Education Pankshin
7.	Amale Bello	Bursar Federal College of Education Pankshin
8	Chief C. D. Yakse	Registrar Federal College of Education

		Pankshin
9.	Dr. Ainoko Samson	College Librarian
10.	Mary Ogbole	Director Health
10.	Gotep M.D.	Director Works
12.	Dr. Trishyo E. A	Chairman SERVICOM
13.	Mr.Salami I. Bitrus	Nodal Officer SERVICOM
14.	Kyakumu Istafarus	Public Relations Officer

3.0   Terms of Reference

Federal College of Education Pankshin was selected for SERVICOM Index Compliance evaluation following a Presidential directive that all Government Departments and Agencies 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 Pankshin

The Federal College of Education Pankshin is located about one hundred and twenty-five kilometres North-East of Jos, the Plateau State Capital, established about thirty-eight years ago. The College started as the Federal Advanced Teachers College (FATC) in February 1974 at a temporary site in Mararaba Pushit, 17 kilometres to Pankshin town. The college started its activities with about 100 foundation students, by September 1977.The College was established as a response to the pressing need for well qualified middle-level manpower for teaching in the primary and lower forms of post-primary institutions in Nigeria. The College is primarily charged with the responsibility of effective teaching research and community service. The College provides services through the following schools:

- School of Education
- School of Arts and Social Sciences
- School of languages
- School of Sciences
- School of Vocational and Technical Education
- School of early Childhood Care and Primary Education
- Adult, Non-Formal and Formal Education

The service windows of FCE Pankshin 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 were selected for evaluation:
- Schools (Academics)
- Library Services
- Student Affairs
- Exams and Records
- Hostel Accommodation
- College Clinic

The SERVICOM team for this evaluation consisted of Two SERVICOM Officers, One MSU staff of the SERVICOM Unit in the Federal Ministry of Education, the focal officer of the college as observers.

Evidence was gathered at the service windows through Customer Interviews, discussions with staff and partners, review of key documents and general observations. Given the peculiar nature of the services provided by FCE Pankshin, it was also important to evaluate further evidence by administering questionnaires and conducting interviews with its partners including United Bank for Africa (UBA), bwarar Community Leader (Host Community) and Trinity Nursery and Primary School , etc. The website of SERVICOM office: www.servicom.gov.ng and that of FCE Pankshin: www.fcepankshin.edu.ng were also used for the research.

The key documents reviewed include:
- Students Information Handbook
- Revised Scheme of Service for Colleges of Education
- NCCE Minimum Standards for Early Childhood Care and Primary Education
- College News Magazine
- Mid-Term Review (Magazine)
- Minutes of Staff Meetings

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 several service windows.

5.1   Charter Evaluation
The Federal College of Education Pankshin has not produced a service charter as at the time of evaluation.

5.1.1 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 FCE Pankshin. Based on the evaluation, we have calculated a score for Federal College of Education Pankshin.

The overall Index score awarded to the Federal College of Education Pankshin is: **1.7 out of 4 (42.5 %)   Two Star Service**

Description: **Fair**

	Score for the Federal College of Education Pankshin
Overall Index score	**1.7**
Service Delivery	**1.8**
1 - Standards & practices / performance	1.9
2 – Reception experience	2.0
3 – Complaints & grievance redress	1.4
Timeliness	**1.8**
1 – Standards & practice/performance	1.3
2 – Customer friendliness	2.2
Information	**1.7**
1 – Information	1.9
2 - Customer feedback	1.4
Professionalism	**1.5**
1 – Transparency	1.3
2 – Efficiency	1.8
Staff Attitude	**1.7**

* 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 Pankshin, Plateau State which we feel need to be addressed as a matter of urgency.

5.3.1 Service Delivery

- Interaction with staff and observation shows that the college is seriously under staffed. This affect timely release of results as most lecturers especially the ones that take general courses are overworked and have to mark thousands of scripts
- Conveniences are not provided in the older buildings, where they are provided they are not well maintained. Most of the toilets are locked dirty, flooded and neglected as a result students are not able to use them; this reduces student/stakeholder reception experiences
- Sporting facilities such as Basketball Courts, Football pitches etc. are old and in a state of disrepairs. This makes sports and leisure after lectures not pleasurable for students
- Interaction with both staff and students show that missing examinations scripts and omission of results is still not completely eradicated despite efforts by the current provost to curb it. This leads to affected students carrying over courses, sometimes students have to spend extra year to clear such courses
- Students and staff confirmed that for large classes where public address systems are needed for teaching, they are either not provided or are faulty. This makes it difficult for lecturers to impact knowledge to the students
- Students complained those old lecture halls are not lighted, even though they confirmed that their colleagues vandalise the bulbs. Thus they cannot read in such classes at night
- It was observed during the evaluation that hostels are in a state of disrepair. Most of the toilets are dirty, flooded and the hostel surrounding kept unclean and untidy. this may lead to outbreak of diseases
- Due to the policy of the College where all students have to generate their RRR code from the college ICT Unit before they proceed to the bank to make payments. Considering the population of the college, this makes life unpleasant as students interviewed confirmed they spent hours, sometimes days before they are attended to
- The college does not have written complaints procedure to guide students when services fail. This make it difficult for students to know who to complain to and the available redressal
- All frontline staff are not trained on complaints handling; this affects the level of their professionalism in the resolution and investigation of all customer complaints
- Records of analysis of complaints received are not kept, this denies the college and customers information on patterns of complaints received and may lead to reoccurrence of such complaints

5.3.2 Timeliness

- There is no system in place to monitor how long it takes before a lecturer submits results to exam officers for processing and release of results. This leads to unnecessary delays in release of exam results and affect students who needs to register for courses carried over to another academic session

- Interaction with students and staff show that the college does not meet its time standards on the release of results. This is evident as some staff confirmed that graduates were not mobilized for National Youth Service Corps due to late release of results

5.3.3 Information
- The college has not produced a service Charter. This makes it difficult for both staff and students to know their obligations and expectations with respect to the services provided by the college
- The College does not use a variety of ways to get feedback from it students e.g. only one suggestion box was sighted in the school and also comment cards and other means of obtaining feedback on the services are not provided for students use
- Information on the cost of services is not displayed at all service outlets in the college e.g. the cost for the registration of various courses is not displayed at the various departments visited this may lead to hidden cost as some students complained that they paid above the stipulated fees but have not been refunded.
- The college has not carried out Customer satisfaction surveys to test and determine the level of customers' satisfaction with the services delivered in order to ensure that services are meeting customers' needs

5.3.4 Professionalism
- The cost of all services and the procedure for payment is not displayed at all necessary service points e.g. cost for course registration was not displayed at most departments visited. This could lead to hidden charges as some students interviewed said they paid twelve thousand naira as school fees but were issued receipts of Ten thousand
- The names of persons in charge of customer care/complaints are not displayed at all service points within the college. Thus students don't know who to go to when services fail
- There was no evidence to show that summary of complaints received/details of actions taken on justified complaints over a certain period are reviewed, attended to and published for students to know that their complaints are being resolved
- Summary of budget, expenditure and report of audit were not published for the benefit of the customers for accountability and for transparency in delivery of services
- Though students confirmed that they are informed by staff when the college performs badly, actions taken by management to prevent reoccurrence are not published for the benefit of both staff and students
- Most staff of the college complained that training for staff of the college is not regular, especially non academic staff

5.3.5 Staff Attitude
- The Federal College of Education Pankshin not have a customer care policy in place to serve as proper guide for the equal treatment of all Students by the staff
- All frontline staff are not trained on customer care; this affects their level of sensitivity to customers

6.0   Recommendations

The following recommendations are therefore provided in order to suggest actions that can be taken which could <u>directly</u> 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 management of the college should liaise with appropriate authorities to employ both teaching and non-teaching staff. This will reduce the work load on the staff and ensure timely releases of results
- Conveniences, especially toilets should be maintained and kept clean for use by stakeholders/students when nature calls
- Modern sporting facilities such as basketball courts, football pitches etc. Should be provided for the school. This will make sports and leisure after lectures more pleasurable
- Though management confirmed that measures are being put in place to eradicate incidence of missing scripts and omission of results, it is necessary that implementation should commence to put an end to missing scripts and omission of results, option of ICT can be deployed
- The management of the college should provide functional Public address systems for large lecture theatres. This will aid make it easier for delivery of lectures to students
- Electricity bulbs should be replaced in the older lecture theatres, so that students will be able to read at night
- The management of college should as a matter of urgency renovate the students hostels, facilities such as befitting common rooms should be provided for all the hostels, also toilets should be maintained and the hostel surroundings should be properly cleaned to avoid outbreaks of diseases in the school
- The management of the college should allow students generate their RRR from Cyber cafes and on their phones. This will reduce the stress and reduce the hours they spend at the IT centre before they generate RRR
- The College should come up with a written complaints procedure which states who to complaint to, timelines for redressing justified complaints for the benefit of all customer groups
- All frontline staff should be trained on complaints handling; this would enhance effective investigation, resolution and management of service failure at service points
- All complaints received should be recorded, analysed and published by management. This will give customer's confidence that their complaints receive attention

6.1.2 Timeliness

- A system should be put in place to monitor all services provided by the college e.g. the time it takes for lecturers to submit results to exam officers for processing, this will lead to prompt delivery of services and reduce unnecessary delays delays
- The management of the college should ensure that standards set for the provision of services are always adhered to e.g. in the release of results and mobilization of students for National Youth Service scheme. This would promote prompt service, ensures efficiency and reduce delays in rendering services

6.1.3 Information
- The SERVICOM Unit of the College should as a matter of urgency produce a service charter which will serve as guide for both staff and students, the service charter will enable students know what to expect from the college and the students obligations before he or she receives services
- Facilities such as suggestion Boxes and comments cards used for obtaining feedback from customers aimed at improving services in the College should be provided for use of customers as this would enable management of the College obtain feedback on the satisfaction level of customers
- Cost generating RRR and other services students pay before they receive should be publicized at all service points and made available to customers to keep the customers informed on the cost of services and eliminate incidences where customers pay above normal rate
- Customer satisfaction surveys should be conducted regularly to determine the level of customer satisfaction and enable service improvement based on the results obtained

6.1.4 Professionalism
- The costs and payment procedures for all services should be clearly displayed at all service points e.g. the cost for course registration and other services should be displayed. This will forestall the incidence of hidden costs to Students
- The Name, Office address and telephone numbers of persons in charge of Customer Care/Complaints handling should be displayed at all service points for the benefit of students when services fail
- Summary of complaints received and actions taken on justified complaints should be documented, periodically analyzed and the reports submitted to Management to help identify areas and trends of service failure and what to do to mitigate those failures towards citizen-focused service delivery
- Summary of budget, expenditure and reports of audit should be published and displayed in public domain to demonstrate transparency and accountability of the Federal College of Education, Pankshin to all Students and staff
- The management of the college should keep records of reasons for poor performance and actions taken to remedy such as this will prevent reoccurrence of such failures in future
- The management of the college should provide Regular training and retraining should be provided for Academic and non-academic staff as at when due. This will enhance their skills and competencies to enable them provide the best services to their students

6.1.5 Staff Attitude

- A robust customer care policy for the College should be designed and published to enhance standard treatment of all students
- All Frontline staff of the College should be trained on customer care; this will improve customer sensitivity of staff and leads to improved staff student relationship

6.2   Service Improvement Planning

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

6.3   Conclusion

The SERVICOM Index score awarded to Federal College of Education Pankshin, Plateau State is: **1.7 out of 4 (42.5 %)** which represent **Two Star Service** and indicates **'Fair' service.** Although this is still far from praiseworthy, it is our belief that the FCE, Pankshin would aim at continuous improvement on the quality of service delivered to the citizen if the foregoing suggestions are faithfully implemented.

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