

Award of the SERVICOM Index

Report of

**SERVICOM Compliance Evaluation of
Federal College of Education (FCE
Technical)**

Akoka, Lagos State

February, 2019

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUATION **FEDERAL COLLEGE OF EDUCATION (TECHNICAL) AKOKA**

Date of Evaluation: January 21st- 26th, 2019

Score: 1.5 out of 4 (37.5%)

Ranking: One Star (*) Service

Description: Poor

Findings

Strengths:

- It was observed at the time of evaluation that most staff of the college are friendly, polite and sensitive to the needs of customers. This is commendable .
- Payment procedure is clear, easy for both fresh and returning students. This trend has positively eradicated hidden cost and charges in the College.
- There are evidence of action taken to remedy poor performance e.g the installation of solar electricity for students has made movement around the campus easy and safe for students at night. This shows that the College is aware of the importance of the availability of such infrastructure and concerned with customers' needs.
- Patients and Students commended the Medical Centre in the College for providing high quality medical services to its users. As the Clinic has CCTV cameras installed to monitor patients admitted in the wards for service excellence.
- Most Staff of the College have attended on the job Training. This has motivated staff and made them fit for their role.
- The College has a well equipped library as well as a mini e- Library with a sophisticated scanner to detect book theft. This innovation makes it difficult for students to mutilate or steal Library books.
- The Provost and Deans in the College have created a Whatsapp group for easy information dissemination.
- The College produces its own Table water with the intervention from the Agric development program. This is to boost its internally generated revenue

Weaknesses:

- The Service Charter of the Federal College of Education (Technical) Akoka which is the primary document which conveys service standards does not communicate with its students and other service takers. It should be duly published and launched

- Customer care policy, which communicates intention of service provider, is not produced and published by the Federal College of Education(Technical) Akoka to guarantee customers that the authority has thought of best way to render customer service
- The complaints received overtime are not analysed and published for students' benefit and other stakeholders. This makes it impossible to ascertain the trends of complaints for service improvement.
- Performance targets monitoring, although carried out by the quality Assurance department, results of such monitoring are not published in the public domain. This makes it difficult to assess the level of the College advancement service delivery wise.
- The conveniences of the Federal College of Education (Technical) Akoka are unkempt. This which expose users to infections and other contagious diseases.
- The drainage leading to the male Hostel of the College is blocked causing, gutter and sewage water on the hostel's ground floor during raining season. This will cause outbreak of diseases in the School.
- The College does not meet most of its waiting time standards. e.g. delay in the issuance of transcripts. This could delay customer's personal development plans and thus create inconvenience to students.
- The details of Complaint Desk Officer e.g, room number and telephone number is not displayed for benefit of all service takers. This will make it easy for service takers to complain when services fail.
- There are no special needs provision for physically challenged customers which generally limits their access to services provided by the College.

Recommendations:

- The Service Charter of Federal College of Education (Technical) Akoka should be reviewed to contain standards and timelines and be formally published and made available to staff and placed in the public domain including the College's website.
- Customer care policy of the College providing guidelines on how staff should treat students all the time should be published and made available through website. This should specify how friendly, courteous and helpful the staff should treat its customers.
- Complaints received within a period of time should be analysed, recorded and result of action taken should be published to build customers' confidence in the service and is sensitive to the concerns of its service users.
- The SERVICOM unit of the college should monitor performance on the level of implementation of the college's service standards as contained in the Service Charter for service improvement.
- The Federal College of Education (Technical) Akoka should keep its conveniences hygienically clean by ensuring that it is washed with disinfectants regularly (e.g. three to four times in a day) and monitor usage
- The blocked drainage in the male Hostel of the College should be cleared to avoid diseases outbreak.
- Appropriate measures should be taken to rid the system of unnecessary delays in service delivery. For instance introduce E- transcripts with production standard of 40% of graduates transcripts monthly/quarterly, timely

- release of results via online. This will lead to service improvement/ excellence.
- Full details of persons in charge of customer service and complaints such as name, telephone number, E-mail address and office number of all SERVICOM representatives/officers of the various departments and faculties of the College should be displayed at all service outlets for customers to know whom to lodge complaints to in case of service failure.
 - Consideration should be given to the physically challenged customers of the College by making available facilities like wheel chairs and braille for the blind and assigning ground floor accommodation to them etc to assist them have improved access to the services of the College.

Conclusion

The SERVICOM Index score awarded to Federal College of Education (Technical) Akoka is **1.5 out of 4 (37.5%)** which represents **One star service** and indicates **'Poor' service**. Although this is still far from praiseworthy, it is our belief that Federal College of Education (Technical) Akoka would aim at continuous improvement on the quality of service delivered to 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 (Technical) Akoka. Compliance has been measured against the SERVICOM Index, a yardstick for measuring the quality of services 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 (Technical) Akoka have been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners, review of key documents and observations. The Index overall score for Federal College of Education (Technical) Akoka 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. Bappa Aliyu Muhammadu Executive Secretary, NCCE
3. Dr. Sijibomi Oluboyejo Olusanya Provost, Federal College of Education (Technical) Akoka
4. Mr. Ephraim Olusiji Dada Deputy Provost ,
5. Mr. Dada Rasheed Afolabi Registrar
6. Mrs. Erinfolami Adebola Deputy Registrar
7. Mrs. Oluwafunmilayo Afe Deputy Registrar (Academics)
8. Mrs Olaotan Catherine Enobong Librarian
9. Dr. (Mrs) G.M Dosumu Focal Officer
10. Dr. Rotimi Adesanya Head Medical Services
11. Mrs Isola E. T Director, Nursing Services

3.0 Terms of Reference

Federal College of Education (Technical) Akoka was selected for evaluation following a directive that all Government Agencies and Institutions be evaluated for SERVICOM 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

(Background of Federal College of Education (Technical) Akoka)

Federal College of Education (Technical) Yaba was the first public tertiary institution charged with the responsibility of promoting and encouraging the advancement of skill acquisition throughout Nigeria. The College was established in response to the Gailers's report of August 1964 which emphasized the essentials of educating and producing Technical Teachers needed for effective manpower development of technology in Nigeria. National Technical Teacher's College (NTTC) was founded in 1967, in 1982, the name later changed from NTTC to Federal College of Education (Technical) Akoka, Lagos.

The college offers courses in five major schools namely:

Science Education, Technical Education, Vocational Education, Business Education and core Education. Other programmes run by this institution include Distant Learning Programme (DLP). The Directorate of consultancy of the Colleges offers training and development programmes in various areas including management, computer Appreciation and Engineering, Language and Vocational/ Entrepreneurial Skill acquisition courses. All these development have increased staff population to about eight hundred and thirty (830) and a gradually increasing patronage to about 5,000 student's population. These functions are carried out through several key schools among which are:

- School of Business Education
- School of Education
- School of Science Education
- School of Technical Education
- School of Vocational Education

FCE (T) Akoka is responsible for ensuring the following services amongst others:

- a. Teaching
- b. Research
- c. Community Service

The service windows in Federal College of Education (Technical) Akoka vary significantly. To get a good representation we considered that we should inspect service windows that vary in

- Size (Large or Small)
- Volume of customers (high or Low)

- Provided (full or limited range of services or limited range)

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 and the Nodal Officer, Federal Ministry of Education.

Evidence was gathered at the service windows through interviews with customers, discussions with staff, discussions with partners (Keystone Bank), review of key documents and general observations at the service windows.

Given the particular nature of the services provided by Federal College of Education (Technical) Akoka, it was also important to evaluate further evidence by administering questionnaires and interviews. The website of the SERVICOM Office [www. Servicom.gov.ng](http://www.Servicom.gov.ng) and the website of the Federal College of Education (Technical) Akoka were used for research. The key documents reviewed include:

- Draft Service Charter, Federal College of Education (Technical) Akoka
- Student Handbook
- Revised Scheme of Service for Colleges of Education
- Annual Report 2017- 2021
- Reports of Staff Meetings
- Federal College of Education (Technical) Akoka quarterly Newsletter

5.0 Findings

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

5.1 Charter Evaluation

The evaluated service charter of the Federal College of Education (Technical) Akoka is unsuitable.

5.1.1 Findings on Service Charter

The following observations have been made on the Service Charter of the Federal College of Education (Technical) Akoka

- **Introduction/ Background**
 - The purpose of the Charter is not stated
- **Service Provision and Delivery**

- Standards for services provided by some department are not clearly stated in the Charter
- Performance Monitoring and publishing standards have no specified timelines attached. e.g. timelines and frequencies of activities
- Customers' expectations and obligation is not detailed.
- **Complaints/Grievance Redress Mechanism**
 - The contact details (Room Numbers and e-mail addresses or phone numbers) of complaints Desk officers are not provided.
 - There is no list of available redress to complaints for the benefit of the service takers.
 - The Charter did not state time frame for response to complaints.
- **Stakeholders Participation**
 - The Charter does not stipulate frequency of meetings and consultation with stakeholders
- **Special Needs Provisions**
 - The Federal College of Education(Technical) Charter did not itemise specific provision for people with special needs e.g. the physically challenged

5.1.2. Recommendations for improving Service Charter

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

- **Introduction / Background**
 - The purpose of the Charter should be stated. This will better inform the service takers of the objectives of the Service.
 - Charter should be produced in pamphlet form for easy access to customers
- **Service Provision and Delivery**
 - Standards for services rendered for some departments should be more detailed with specific timelines e.g the waiting time in the clinic to obtain services should be stated.
 - Standards on Performance Monitoring and Publishing should state timelines and frequencies of such activities. This will aid the measurement of performance against set standards.
 - Customers' expectations and obligation should be more detailed to guide both service givers and takers. The Provost should write a forward to this Service Charter. This would convince the readers that the authority is committed to the standards therein. The charter should clearly state the provision the College has made for those with special needs e.g provision of ramps, braille, and information of services in local Language for members of the community.
 - The contents of the Service Charter should be arranged in line with the SERVICOM principles for uniformity. It should be arranged as follows :

✓ Forward

- ✓ Introduction/background
 - ✓ Mission Statement
 - ✓ Vision Statement
 - ✓ List of customers
 - ✓ Service provision and delivery
 - ✓ Service standards/ performance monitoring arrangement
 - ✓ Grievance redress mechanism
 - ✓ Customer Expectation/ obligation to include staff and management
 - ✓ Stakeholders participation
 - ✓ Special needs provision
 - ✓ Existing Limitation
 - ✓ Charter Review
- **Complaints/Grievance Redress Mechanism**
 - Contact details of complaints Desk officer should be included in the Grievance Redress Mechanism. e.g. Room Numbers and e-mail addresses and phone numbers.
 - There should be a list of available redress to complaints for the benefit of the service takers.
 - The Charter should state the time frame for response to complaints to guarantee resolution of same.
- **Stakeholders Participation**
 - The Charter should state the frequency (e.g. monthly, quarterly or annually etc) of meetings and consultations with stakeholders. This would enable stakeholders plan for the meetings.
- **Special Needs Provision**
 - The Federal College of Education (Technical) Akoka Charter should itemise specific provision for people with special needs e.g. the physically challenged.

5.2 Index Score

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

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

Description: Poor

	Score for Federal College of Education (Technical) Akoka
Overall Index score	1.5
Service Delivery	1.4
1 - Standards and practices / performance	1.6
2 – Reception experience	1.7
3 - Complaints and grievance redress	0.9
Timeliness	1.8
1 – Standards and practice / performance	1.3
2 – Customer friendliness	2.2
Information	1.2
1 – Information	1.8
2 – Customer feedback	0.7
Professionalism	1.7
1 – Transparency	1.5
2 – Efficiency	1.9
Staff Attitude	1.5

* Scores are rounded to 1 decimal point.

5.3 Key Findings

The following observations have been made on the quality of service delivery provided by the Federal College of Education (Technical) Akoka which we feel need to be addressed as a matter of urgency

5.3.1 Service Delivery

- The College has not published standards or obligations for how staff should treat students and other stakeholders. This affects how staff generally treats

students and other stakeholders.

- The results of monitoring performance against all standards, although carried out are not published. This makes it difficult to measure improvement or otherwise of the services of Federal College of Education (Technical) Akoka
- Most toilets visited were not in clean state and out-dated facilities have not been replaced in some of the toilets. This discourages students and visitors from using these facilities properly
- A record of complaints with details of timeliness and resolution as well as regular analysis by management is not in the public domain for the benefit of the public
- Frontline staff are not adequately trained on complaints handling and guidelines not provided, this affects the level of their professionalism in the resolution and investigation of all complaints.

5.3.2 Timeliness

- Students complained that the College does not meet its waiting times e.g. delay in the issuance of transcripts, release of results in the College. This could delay their personal development plans thus great inconvenience to students
- There is no system in place to monitor waiting times and this results to unnecessary delays of customers at service points

5.3.3 Information

- The College has not published plans for systematic and regular consultation with students and other stakeholders using variety of most suitable ways of obtaining feedback. For instance, use of comment card, students satisfaction survey etc to determine the feelings of recipients of its services.
- Customer satisfaction surveys, covering all groups, are not carried out to test and determine the quality of services delivered to customers, as such Federal College of Education (Technical) Akoka does not measure the impact of its service delivery on customers with the aim of improving its services.

5.3.4 Professionalism

- Most staff do not wear name tags and their desks are not clearly marked to indicate their names and designation for easy identification by customers
- The names, telephone numbers, and office numbers etc of persons in charge of customer service and complaints are not displayed, thereby making it difficult for customers to lodge their complaints when service fails
- Summary of complaints received from students and other customers over a certain period of time is not published to demonstrate to students and visitors that their complaints are acted upon for service improvement purposes
- Performance targets for teaching and technical staff have been sighted in the work plan, however, similar target are not set for admin and non-teaching staff, overall business of the organisation, making it impossible to access the level of efficiency of these category of staff towards achieving the overall target of the organisation.
- Summary of budget and expenditure as well as audit report are not provided in the public domain for the benefit of the public

5.3.5 Staff Attitude

- The customer care policy which takes account of all customers' needs is not published and displayed in the website and student common rooms for the benefit of the students and the public
- Frontline staff confirmed that they have not been trained on modern techniques of citizens' care and on treatment of students. This affects the level of handling of students.

Additional Findings

5.4.1 Service Delivery

- Electricity is inadequate to enable the College to function maximally. This impedes their efficiency and effectiveness
- Line staff are not exposed to video conferences and webinar to regularly keep them in touch with current issues in their respective fields

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 set specific customer care standards and obligations of how staff should treat students. This will show how staff generally cares for students, demonstrate adequate skills to manage students' mounting expectations.
- The result of monitoring performance against all standards should be recorded, analyzed and published in the student handbook, annual report and the College website. This would make it possible for an evaluator to measure level of service improvement or otherwise in Federal College of Education (Technical) Akoka
- Students generally do not use the toilets facilities properly. For instance most students do not flush the toilets after use, others refuse to sit on the water closets but prefer to defecate on the floor. Federal College of Education (Technical) Akoka should increase its supervision of the use of toilets, replace old and worn out facilities. If students are aware that their use of these facilities were being monitored and supervised, it would encourage students to use the facilities properly
- There should be a published record of complaints with details of timeliness, action taken, resolution as well as regular analysis by management for the benefit of the public. When students know that management give attention to their complaints it would encourage them to offer useful feedback to the authority

- Frontline staff should continue to be trained on complaints handling and guidelines on complaint management should be provided, this would positively impact on the level of staff professionalism in the investigation and resolution of all complaints.

6.1.2 Timeliness

- Appropriate measures should be taken to rid the system of unnecessary delays in service delivery. For instance introduce E- transcripts with production standard of 40% of graduates transcripts monthly/quarterly, timely release of results via online, online registration with a functional website. This will lead to service improvement
- A system should be put in place to monitor the waiting time standards of accessing every service of the College. For e.g. A log in system that records time duration of accessing services as this will serve as a means of improving performance targets and invariably service improvement

6.1.3 Information

- Information on standards of service delivery should be distributed to customers and potential customers using a variety of measures. E.g. Published information on students' care should be available to all students and be displayed on notice boards and the College's website
- The College should published plans for systematic and regular consultation with students and other stakeholders using variety of ways. This will convince all students and stakeholders of authority's willingness to involve all in its policy making process.
- Customer satisfaction surveys, focused groups interviews and used of comment cards to cover all groups, should be carried out to test and determine the quality of services delivered to students and other stakeholders. This will enable Federal College of Education (Technical) Akoka ascertain the feelings of students and to measure the impact of its service delivery on customers with a view to improving its services

6.1.4 Professionalism

- Frontline staff should wear name tags and their desks should be clearly marked for easy identification by students and other stakeholders.
- The names, telephone numbers, and office numbers etc of persons in charge of customer service and complaints should be displayed to make it easy for customers to lodge their complaints when service fails
- Summary of complaints received from students and other customers over a certain period of time should continue to be analysed and published to demonstrate to students and visitors that their complaints are acted upon for service improvement purposes
- Performance targets should be set for admin and non-teaching staff, and overall business of the College, making it possible to access the efficiency of staff and departments towards achieving the overall targets of the organisation.
- Summary of budget and expenditure as well as audit report should be provided in the public domain for the benefit of the public

6.1.5 Staff Attitude

- The customer care policy, which is the hallmark for service providers' commitment to meeting customers' expectations, should be published on the website and displayed on notice boards and at students common rooms for the benefit of the students and the public
- Frontline staff should continue to receive regular training on citizen care services and on staff treatment of students. This will further enhance their level sensitivity in the handling of students.

6.2. Additional Recommendations

6.2.1 Service Delivery

- Efforts should be made to improve the supply of electricity at the college which currently is grossly inadequate. This would enable the College function maximally and improve its efficiency and effectiveness.
- Line staff should be exposed to video conferences and webinar to regularly keep them in touch with current issues in their respective fields. This is cost effective and most staff would benefit instantly from current research breakthrough in their professions.

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 (Technical) Akoka, the SERVICOM Office, through the SERVICOM Institute will work with the Management of the College and its SERVICOM Unit to develop and guide the implementation of appropriate Service Improvement Plans.

6.4. Conclusion

The SERVICOM Index score awarded to Federal College of Education (Technical) Akoka, Lagos State is **1.5 out of 4 (37.5%)** which represents **one star service** and indicates '**Fair**' service. Although this is still far from praiseworthy, it is our belief that the Federal College of Education (Technical) Akoka would aim at continuous improvement on the quality of service delivered to customers if the recommendations contained in this report are faithfully implemented.