



**A REPORT ON
ORGANIZATIONAL
PROCESS MAPPING
& OFFICE ENGAGEMENT AT
FEDERAL CIVIL SERVICE COMMISSION,
WUSE ZONE 3 ABUJA
[April 12-May 12, 2023]**

A BCKC Draft Report

NOTE: The public sector is the primary community NISER is engaging.

**A REPORT ON ORGANIZATIONAL PROCESS MAPPING & OFFICE
ENGAGEMENT AT**

FEDERAL CIVIL SERVICE COMMISSION, WUSE ZONE 3 ABUJA

[April 12-May 12, 2023]

PROCESS OBSERVATION STUDY ON THE PROJECT

***RESEARCH SUPPORT FOR CORRUPTION CONTROL THROUGH BEHAVIOURAL
CHANGE.***

NISER/MACARTHUR FOUNDATION GRANT PROJECT.

DORCAS SAMBO

May 30, 2023.

Purpose: The purpose of this report is to document the researcher's observations at the Federal Civil Service Commission (FCSC) as part of the McArthur Foundation/NISER research project. The study aims to observe the Commission's structure, processes, operations and service delivery in order to develop a corruption reduction intervention through behavioral change. In addition to observations, both staff and service users were interviewed to gain a deeper understanding of their experiences and perceptions of the commission.

Duration: The report covers a period of 25 days from April 12, 2023, to May 12, 2023 (excluding Public Holidays). During this time, the researcher observed FCSC operations firsthand.

Location: The Federal Civil Service Commission (FCSC) is located at 6 Abidjan Street, Wuse Zone 3, Abuja, Nigeria. The central location allows for easy access for service users and is in close proximity to other agencies.

Physical Space: The Federal Civil Service Commission (FCSC) complex is a three-story structure with two wings. There is a one-story annex named the APPSComs Building housing a large meeting room, ICT department, IPPIS self-desk, and files. Other facilities include an E-Library, Computer Lab, Meeting rooms, car parks, and places of worship. The building is maintained but dated; it lacks adequate office space. Efforts are ongoing to ensure it is conducive to effective service delivery.

Important Activities Observed: During the period of the study, the following key activities occurred:

- Protest – April 17, 2023
- SERVICOM Meeting - April 18, 2023
- Union Meeting - April 28, 2023
- Sharing of Welfare – April 18-20, 2023
- Labor Day - May 1st
- Auditor General Recruitment – May 9-11, 2023
- Vehicle Auction - May 5, 2023
- Maintenance of ACs in the entire building– April 17, 2023 (not completed)
- Scarcity of Application Forms – forms printed & distributed May 11, 2023
- Staff Bus Broke down – May 5, 2023

About Federal Civil Service Commission:

The Federal Civil Service Commission (FCSC) is a governmental body established under Section 153 (1) d of the 1999 Constitution of the Federal Republic of Nigeria (amended) with the mandate to oversee the recruitment, promotion, and discipline of civil servants in the Federal Civil Service. The commission plays a critical role in ensuring that qualified personnel are appointed based on merit, competence, and equity.

Structure: The FCSC is headed by a Chairman appointed by the President of Nigeria, and there are 15 Commissioners, each representing two or three states of the Federation. The Permanent Secretary acts as the Administrative and Accounting Head who oversees departments of the organization.

Functions: The FCSC has three mandates; to conduct recruitment and appointments, promotion, and discipline within the Federal Civil Service. It works closely with the Office of the Head of Civil Service and Ministries, Departments, and Agencies (MDAs) to ensure Civil Service Rules/Regulations/Circulars and guidelines are adhered to. The FCSC delegated its core mandate at lower cadres to the MDAs; a designated Commissioner provides oversight over the activities through Junior Staff Committee (JSC) and Senior Staff Committee (SSC) Committee in the MDAs.

The absence of a commissioner (or representative) from the FCSC during JSC and SSC meetings may result in delays in decision-making and the proper implementation of policies as any decision taken may be nullified. Once the processes are complete by the MDA's, a reported is submitted to the FCSC for final approval.

Other oversight duties of the Commission, are to ensure that MDA's provide monthly activity reports, ensure recruited staff are enrolled on IPPIS, facilitate prompt action on disciplinary cases (quarterly meetings), among others.

Core Departments:

The activities of the FCSC and the Civil Service as a whole are dictated by the Civil Service Rules, guidelines and circulars. These documents are available on the resources section of the FCSC website for easy access.

- The Recruitment and Appointment department handles the recruitment, appointment, transfers, Secondments, absorption, and regularization of staff.
- The Promotion department is responsible for promotions, advancement, conversion, re-designation, and staff upgrading.
- The Discipline and Appeal department handles disciplinary cases and appeals, working closely with the legal unit. It considers decisions from the Senior Staff Committee recommendations and decides on appeal cases. Lower cadre disciplinary cases are dealt with by the Junior Staff Committee of the MDA's.

Current Context/Norms

Extensive Reforms of the Civil Service are taking place, digitalization and performance management are two pillars of the reform. Performance Management System is aimed at

improving transparency, accountability and efficiency, goals and targets are agreed by the staff at the beginning of the year and then monitored.

Other reforms I noticed are:

- Initiatives such as the E-library, computer-based testing (CBT) for promotion exams are being introduced.
- The new Permanent Secretary is committed to improving service delivery, starting with basic work conditions, office maintenance, and staff welfare.
- The Registrar of JAMB (Joint Admissions and Matriculation Board) was consulted for input on additional measures to enhance service delivery, digitalizing processes where possible was agreed. The use of CBT for promotion examination was embarked on.
- There is a commitment to tackle corruption and ensure the effective and timely execution of the FCSC's mandate.
- Technology utilization and the establishment of Sub-Committees are recent introductions which improves efficiency.
- The posting of 30 experienced staff from other ministries is expected to improve service delivery and help foster a new organizational culture.

Despite the reforms and efforts at improving service delivery, the organization has not been able to fully perform one of its core mandates effectively due to embargo placed on recruitment by the Federal Government since inception of the current administration.

The embargo has had massive effect on staff strength and succession plan, especially at the lower grade level, as there has been no officers to replace the ones being promoted. Another effect of the embargo is the inability of the Federal Government to create enough direct employment into the Federal Civil Service in the last seven years. This has placed an added burden on the Commission as many Nigerians seeking employment into the Civil Service visit the Commission daily without any help in sight.

This leads to desperation on the part of the job seekers which may be responsible for fake appointment letters being issued to unsuspecting job seekers.

Other functions such as promotions are prioritized and organized regularly, a circular was issued end of April to begin the process for 2023 promotion, while others are delayed or cancelled.

OBSERVATIONS

The Entry Point

The researcher conducted daily observations at the entry gate of the FCSC. The public, job seekers, staff from other MDA's are granted entry at 10am. It was observed that depending on the activities going on, staff are mostly in the office by 10 am and the activities within the Commission complex gets busier after 11am.

If you have an appointment before 10am, security must speak to the staff before entry is granted. The security personnel consist of Civil Defense and retired Legionnaires. While they carried out their duties, they appeared indifferent, unless attending to important persons especially those who give, or have the potential of giving, a financial gift.

Service users seeking employment are directed to the main building where security personnel stationed at the reception direct them to Commissioner's office. The process was usually seamless, though service users usually ignored staff at the reception desk who tried to direct them. They were seen later being assisted by cleaning and other staff to locate the offices. Directions were available on the wall close to the reception.

The FCSC zero tolerance to corruption notices were placed in obvious and strategic locations within the building for easy visibility. On these banners are a list of crimes and their penalties. SERVICOM banners also highlight the intolerance for corruption.

Scarcity of Application Forms

The researcher observed a scarcity of application forms at the FCSC, obtaining a form was very difficult for most job seekers. The information gathered by the researcher was that the old forms had been exhausted and they were waiting for new forms to be printed and distributed. Staff report the overwhelming number of applicants and FCSC have difficulty keeping up with the high demand for forms, regardless of how many is printed.

The researcher witnessed service users who had come from long distances, being "assisted" to get forms who "show appreciation" to staff who secured employment forms by giving 500 or 1000 naira. The researcher observed a semi-organized channel for obtaining forms at lower levels. This was done covertly, as staff know this behavior was unacceptable. Within the system staff know where to get forms during scarcity and are willing to pay N500 for it.

Though the FCSC tries to ensure forms are not sold, with information on the wall identifying it as corrupt behavior and reminders that the forms are free. Any time there is a shortage of forms an opportunity is created for selling of forms. Some members of staff which the researcher spoke to about her observation suggested making the forms available online as a way to eradicate the sale of forms.

The Protest

Monday 17th April 2023

On arrival the researcher met a small group of protesters (approximately 20) at the gate. Their request was for the FCSC to release their appointment letter. The researcher was informed that

they are unity school teachers, the FG had approved 2,000 of them to be absorbed into the Ministry of education, however, their names were omitted. Both the Ministry of Education and Head of Service has written letters to FCSC on their case and were waiting for the Commission to release their appointment letters.

The researcher interacted with FCSC staff members, including the head of SERVICOM, Head of HR, and the press unit, regarding the protest by the unity school teachers. It seems that the FCSC is aware of the situation and actively involved in addressing it. The staff members expressed their commitment to resolving the issue and ensuring that the appointment letters are released to the affected teachers.

The protesters themselves confirmed that the FCSC had received letters from both the Ministry of Education and the Head of Service regarding their case. However, their previous attempts to communicate with the FCSC had not been responded to, leading to the protest as a last resort to draw attention to their situation.

The researcher collected the contact details of one of the protesters, indicating a willingness to follow up on the matter. It is expected that the FCSC will take action to resolve the issue and release the appointment letters to the unity school teachers. However, as at the end of the observation period the matter was yet to be resolved and protesters had no feedback yet from FCSC.

Civil servants processing documentation:

The researcher observed and interacted with civil service staff members who were involved in processing transfers, secondments, re-designations, and other administrative tasks. Many of these staff members reported spending significant amounts of time waiting for FCSC staff to arrive, resulting in dissatisfaction with the service provided. While the attitude and knowledge of the staff members were reported to be generally good, the time taken to complete simple tasks was deemed excessive and was a source of frustration.

Several instances were mentioned where individuals made multiple visits or spend extended periods waiting to process their documentation. For example, one person had to come three times to obtain documents from their file for study leave application, another had been attempting to process a transfer for over 18 months, and another faced a two-hour delay on their second visit for secondment due to staff not being on seat. The researcher also encountered a case where an individual spent three consecutive days, almost the entire day, waiting to see staff. In this particular situation, the staff member assigned to the case was unhelpful, and the person was redirected to someone who happened to be very busy that week but still tried to assist the lady.

Interactions with FCSC Staff:

To gain insights into the functions and challenges faced by the Commission, the researcher met with the Special Assistant to the Chairman and individually interviewed four Commissioners. Staff members from all departments were also interviewed, and the researcher had the opportunity to observe several meetings. These interactions provided valuable insights into the internal operations of the FCSC.

The researcher noted that each director and commissioner promptly attended to them. In cases where they were unable to, tasks were immediately assigned or appointments were scheduled for a suitable time. The FCSC appeared to have a well-defined schedule of tasks for staff members, and management held discussions with staff regarding incomplete tasks. Immediate corrections were made when rules were violated or inappropriate conduct was observed.

The leadership, experience, background, and personality traits of each Commissioner seemed to account for the differences in service delivery observed across the different offices. While some Commissioners were more active than others, overall, their contributions were vital in ensuring the efficiency of the FCSC.

The FCSC staff members are diverse, possessing a wide range of skills and experiences. The researcher encountered many hardworking and dedicated staff who were committed to providing excellent service, and upholding high standards of professionalism. Some went above and beyond their duty to ensure work was completed. The researcher observed that staff members were generally friendly and supportive towards each other.

However, a few non-management staff members declined to speak with the researcher, believing they had nothing to contribute after management had already been interviewed. Also some staff declined to engage with the researcher and were wary and guarded with the researcher.

Factors Impacting Service Delivery

The FCSC's staff face a number of challenges, including: staff shortages, lack of resources and tools and funding challenges which impact negatively on service delivery.

Staff Shortage: The embargo on recruitment started in 2020, in order to recruit, organizations must apply for a waiver. The situation has affected departments and units differently, for example the ICT department full complement consists of 15 staff but presently there are only five. This leads to a huge increase in the workload of existing staff as they try to ensure service delivery does not suffer. In other departments, NYSC Corp members supplement staff numbers. While they have proved useful, their lack of experience means they require close supervision, training and mentoring which is time consuming. The duration of their placement means by the time they gain

the necessary skills, they leave and the cycle begins again. The use of pool staff has helped other units.

The poor condition of service means staff do not want to be posted to the FCSC, or they refuse to report, and in some cases work on a re-assignment from the Commission after a while.

In addition to staff shortages, a lack of secretarial and administrative cadres was reported. Adequate numbers of Professionally qualified and skilled staff were lacking in the Library and ICT department.

Lack of working tools: Management-level staff members share offices, and there is a lack of adequate and up-to-date furniture, filing cabinets, and ICT equipment. Staff members often use their personal laptops and internet, and they seek typing, printing, and photocopying services from other offices due to limited facilities. The lack of necessary tools hinders efficient work performance and can lead to low morale.

Funding: The FCSC faces significant financial constraints, as it receives a small budgetary allocation from the federal government and does not generate income. This was the primary concern for staff. Insufficient funding leads to poor conditions of service, which affects staff morale and makes it challenging to attract and retain qualified personnel. The limited funds also cause delays in critical tasks and the suspension of important functions like Committee Meetings especially in the Discipline Department which leads to lengthy waits for resolutions; and also, the Monitoring and Evaluation function, which ensure compliance with Civil Service Rules and Regulations.

These factors collectively contribute to a challenging environment for the FCSC, affecting its ability to deliver services effectively and efficiently.

Contributing Factors to Poor Service Delivery

Contributing factors to poor service delivery at the FCSC can be categorized into internal and external factors:

Internal Factors

It is important to note that not all departments and staff members arrive late, as it varies based on the activities of the week. During quieter periods, some staff members do not consider it necessary to come to the office early due to issues such as power outages and lack of urgent tasks. Many reported that the long distances they must travel, heavy traffic in the morning and lack of staff buses contribute to their late arrival. Additionally, poor salary and lack of allowances discourage people from coming to work, and the absence of real consequences for non-attendance at work does not help.

The staff who do stay, work hard gain a lot of experience, they become crucial to good service delivery. Over time, they begin to experience low morale, burnout, stress, and ill-health, leading them to want to leave. Although many stay out of a sense of duty, staff stated they would leave if another option was available. The lack of rewards/incentives for hard work and the absence of consequences for non-attendance negatively affects staff motivation and conduct.

External Factors

The FCSC is reliant on Head of Service and MDA's to declare vacancies, send list of staff eligible for promotion and other functions. When these agencies delay, it affects the ability of the FCSC to plan and carry out activities on time. Another example is when MDA's do not hold JSC or SSC committees, which delays implementing decisions. This has a negative impact on service delivery.

The researcher sought to know what could be done to mitigate against the contributory factors to poor service delivery, these are the solutions as proffered by the staff of the Commission.

Just as the contributing factors, the mitigating factors to address poor service delivery at the FCSC can be categorized into internal and external factors:

Internal Factors:

- Addressing staff attendance and punctuality: Measures can be taken to improve staff attendance and punctuality, such as providing staff buses to ease transportation challenges. Additionally, creating a conducive work environment, providing fair compensation, and introducing performance-based incentives can help motivate staff to come to work on time and to be more productive.
- Employee motivation and well-being: Recognizing and rewarding hard work and providing incentives for exceptional performance can boost staff morale and motivation. Introducing employee wellness programs, training and development opportunities, and implementing work-life balance initiatives can help prevent burnout, stress, and ill-health among staff members.
- Accountability and consequences: Establishing clear attendance policies and enforcing consequences for non-attendance or misconduct can encourage staff to adhere to work schedules and responsibilities. This can be supported by effective performance management systems that monitor and evaluate staff performance, with appropriate recognition and consequences.

External Factors:

- Strengthening collaboration with relevant agencies: The FCSC should work closely with the Head of Service and other MDAs to ensure timely declaration of vacancies, submission of promotion lists, and adherence to committee schedules. Developing mechanisms to encourage compliance with rules and timelines can help streamline processes and minimize delays.

- Effective communication and coordination: Improving communication channels and coordination between the FCSC and other agencies can enhance the flow of information and ensure timely decision-making. Regular meetings, clear guidelines, and effective monitoring mechanisms can help address bottlenecks and facilitate efficient service delivery.
- Advocacy and stakeholder engagement: The FCSC can engage with relevant stakeholders, such as the federal government, policymakers, and civil service unions, to advocate for necessary resources, policy reforms, and improved working conditions. Collaboration and dialogue can help address external factors that impact service delivery.

By addressing these internal and external factors, the staff believe the FCSC can work towards improving service delivery, enhancing staff morale and motivation, and creating a conducive work environment.

Rule Breaking

As the agency charged with overseeing MDA's adherence to Civil Service Rules and Regulation, the FCSC needs to set a good example. The researcher surveyed staff to give examples of rule breaking, the most common were embezzlement, financial irregularities, abuse of office, sexual harassment and theft. Within the FCSC nepotism, accepting gifts/incentives, favoritism, issuing fake appointment letters, selling application forms were common acts of rule breaking in the past. Absenteeism, late coming and other minor acts were not mentioned.

The staff were very clear that rule breaking should be reported to the line manager. When questioned about what is the next line of action if they feel the management is not taking the concern seriously most were unsure. It appears no further action can be taken by staff for fear of being seen as a trouble maker and the negative consequences they may face. The belief that nothing will be done also prevents staff from speaking out.

Perceptions towards Rule Breaking

In discussions with staff, the FCSC seems to take a human approach to rule breaking, the first action is speaking to the staff concerned to understand the causes and offer assistance where possible. If the rule breaking continues and there is no change then a query is issued in line with the guidelines. Generally, there seems to be a lack of desire to progress with disciplinary action in the wider civil service. At times posting out of the agency is used in the Civil Service as punishment for rule breaking.

The observations and staff perceptions regarding rule breaking within the FCSC and the wider civil service highlight several important points:

1. Reporting and accountability: Staff members recognize the importance of reporting rule breaking to their line managers. However, there seems to be uncertainty about what actions

can be taken if the management does not address the concerns adequately. This indicates a potential gap in the existing reporting and accountability mechanisms within the organization.

2. Fear and lack of trust: Staff members express concerns about the potential negative consequences they may face if they report rule breaking or if they initiate disciplinary action. This fear may stem from connections or influence that individuals involved in rule breaking might have. It also indicates a lack of trust in the effectiveness of the disciplinary process and a belief that nothing significant will be done.
3. Leniency and reluctance to take formal disciplinary action: The researcher's discussions with staff suggest that there is a tendency towards leniency when dealing with rule breaking. The FCSC and the wider civil service seem to prioritize understanding the difficulties faced by civil servants and taking a human approach by offering assistance and guidance to address the underlying causes of rule breaking. This leniency may be influenced by the belief in tempering justice with mercy and recognizing that everyone makes mistakes.
4. Bureaucratic challenges: The lengthy and difficult bureaucratic processes involved in formal disciplinary action within the civil service may contribute to the reluctance to pursue such actions. The complexities of the process may hinder timely resolution and discourage staff from pursuing formal disciplinary measures.
5. Consideration of personal circumstances: The potential implications of dismissal on the children and family of staff members are taken into consideration when deciding on disciplinary actions. This indicates a recognition of the broader impact that such actions can have on individuals and their dependents.

To address these issues and promote a culture of accountability and adherence to rules, the staff interviewed proffered these solutions:

- Strengthen reporting mechanisms: Provide clear channels for reporting rule breaking, ensure protection for whistleblowers, and establish a system for addressing concerns if they are not adequately resolved by line managers.
- Enhance transparency and fairness: Build trust in the disciplinary process by ensuring transparency, fairness, and consistency in addressing rule breaking. This includes ensuring that actions are taken regardless of personal connections or influence.
- Streamline disciplinary procedures: Simplify and expedite the bureaucratic processes involved in formal disciplinary actions to ensure a more efficient and timely resolution.
- Provide training and awareness: Conduct training programs to educate staff on the importance of adhering to rules and regulations, as well as the consequences of rule breaking. This can help foster a culture of compliance and accountability.
- Foster a supportive work environment: Address the underlying causes of rule breaking, such as low salaries and poor working conditions, to minimize the pressures that may

contribute to misconduct. Additionally, provide avenues for staff support and assistance, such as counseling services, to address personal challenges that may lead to rule breaking.

By addressing these factors, the FCSC can create an environment that promotes adherence to rules and regulations, strengthens accountability, and fosters a culture of ethical behavior within the organization and the wider civil service.

Decay in Civil Service Culture

Many of the staff spoke with great pain about the decay and decline in professionalism within the civil service, statements such as:

“The Civil Service has become a dumping ground; staff are employed not because of merit but by godfatherism”;

“The Civil Service has been replaced with a selfish desire for money so everyone wants a juicy posting without having to work”;

“The new staff are not trained well, in the past memos must reference the civil service rules now anything goes”;

“The negative political influence needs to be reduced”; low threshold for entry, degrees have become meaningless, thus reducing the standards of civil servants entering, the lack of proper orientation and training is telling in the standard of their work”;

“Lack of punishment for rule breaking, it is almost impossible to discipline staff properly because there are no real consequences”.

Many express fears for the future of the civil service in light of what is happening and as older staff retire.

Important Achievements

Cognizant of the reputation and corrupt practices in the FCSC, the Commission has made important achievements in improving transparency, accountability, and modernizing processes. Some of these achievements include:

- **Improved infrastructure and welfare provisions:** Efforts have been made to address issues such as power supply and welfare provisions to create a conducive working environment for staff. These improvements contribute to staff morale and overall productivity.
- **Establishment of Sub-Committees:** The establishment of Sub-Committees within the FCSC has helped reduce the workload and the time spent by Commissioners on file reviews

during committee meetings. This streamlines processes and allows for more efficient decision-making.

- Adoption of technology: The FCSC has recognized the benefits of technology in improving efficiency and reducing human error and manipulation. The use of an Electronic Document Management system and the ongoing development of a digitalized system are important steps towards modernizing processes. These technological advancements can lead to faster processing times, reduced workload for staff, cost savings, and improved accuracy.
- Recruitment process transparency: The successful recruitment exercise for the Auditor General, which was hailed as the gold standard, demonstrates the FCSC's commitment to transparency and accountability. The involvement of independent observers and external resource persons ensures that the recruitment process is based on merit and free from bias or favoritism.

While these achievements are noteworthy, it is important for the FCSC to continue its efforts to address challenges and improve service delivery. This includes addressing staff resistance to technology adoption, ensuring the sustainability of implemented improvements, and continuously seeking ways to enhance transparency and accountability throughout the organization.

Role of SERVICOM and ACTU

The SERVICOM Unit is active in the organization, it undertakes daily maintenance checks of the building, supervises the cleaning staff and gathers feedback on the performance of cleaning staff from offices. During the period of the study, the researcher observed a meeting by SERVICOM to review its service charter, the meeting was well attended, with lively discussions and good participation. The meeting concluded with an agreement to set up of a WhatsApp group and the next meeting date would be communicated.

The researcher spent time with the Unit, a key task performed is the administration of Customer Feedback Forms, access was granted to ascertain the feedback provided. The overwhelming response, was positive and staff were rated as knowledgeable and their conduct was good. The two complaints mentioned were, rude staff and the lack of application forms.

The head of SERVICOM, explained the steps taken to address the complaints and reports that the unit has established a good working relationship within the organization which helps them be effective in carrying out their duties. The support of leadership was also mentioned as important to achieving the outcomes, as yet no real issues were brought up.

SERVICOM suggestion boxes are placed at strategic locations throughout the complex, for the most part the researcher observed that they were used for seating. An Internal Circular was issued 11th May 2023, by the SERVICOM Unit to encourage all staff to confidentially communicate observations and suggestions. This is an important culture to develop.

The activities of SERVICOM and ACTU were previously merged. However, ACTU members were inaugurated at the beginning of the year and have commenced separate activities. The ACTU

activities so far include two Sensitization Seminar's to create awareness of the activities, expectations of ICPC. A systems Study is conducted yearly; data has been collected for the latest report which should be completed in June 2023. The study identifies activities carried out by each department to see whether they are in line with the rules and regulations of the organization and Corruption rules. The report scores the agency, makes recommendations and a copy is sent to ICPC. Where there are any incidents, ACTU is expected to be an integral part of the investigation process.

The SERVICOM Unit and Anti-Corruption and Transparency Unit (ACTU) play important roles in promoting accountability, transparency, and good governance within the FCSC. Here are the key functions and activities of each unit:

SERVICOM:

- Daily maintenance and supervision: The SERVICOM Unit is responsible for conducting daily maintenance checks of the building and supervising the cleaning staff to ensure a clean and functional environment.
- Gathering feedback: The unit collects feedback on the performance of the cleaning staff from offices within the FCSC. This feedback helps identify areas for improvement and ensures that cleaning services meet the expected standards.
- Customer feedback administration: SERVICOM administers Customer Feedback Forms and monitors the feedback received. The overwhelming response from the feedback is positive, with staff being rated as knowledgeable and conducting themselves well. However, two complaints regarding rude staff and the lack of application forms have been identified.
- Addressing complaints: The head of SERVICOM takes steps to address the complaints received, ensuring that necessary actions are taken to improve staff conduct and address any issues related to the availability of application forms. The unit's good working relationship within the organization and the support of leadership contribute to its effectiveness.
- Encouraging feedback and suggestions: SERVICOM suggests the use of suggestion boxes placed at strategic locations within the FCSC to gather confidential observations and suggestions from staff. The issuance of an Internal Circular further encourages staff to communicate their feedback and suggestions.

ACTU:

- Sensitization seminars: ACTU conducts sensitization seminars to create awareness among staff about the activities and expectations of the Independent Corrupt Practices and Other Related Offenses Commission (ICPC). These seminars help promote a culture of anti-corruption and transparency within the organization.

- Systems study: ACTU conducts a yearly systems study to assess the activities carried out by each department of the FCSC and determine their compliance with organizational rules, regulations, and anti-corruption measures. The study generates a report with recommendations, which is submitted to ICPC.
- Investigation support: In case of any incidents or allegations of corruption, ACTU plays an integral role in the investigation process, working alongside relevant authorities to ensure thorough and transparent investigations.

The support of the FCSC's leadership, including the Permanent Secretary and Chairman, has been crucial in facilitating the activities of both SERVICOM and ACTU. Reports and investigations should be handled promptly, ensuring transparency and accountability throughout the process. These agencies serve as important tools in holding staff and the FCSC accountable and contribute to improving service delivery and ethical conduct within the organization.

Summary

The FCSC is mandated to ensure Civil Service rules, regulations and guideline are adhered to by Ministries, Department and Agencies, yet has a small budgetary allocation which negatively impacts service delivery and working conditions.

Staff feelings are mixed, some feel frustrated and overworked, but they also feel a sense of pride in their work. The importance of staff welfare and adequate funding of the FCSC was raised by all. The clients expressed frustrated about inconsistent service delivery, but also appreciate the help of knowledgeable employees.

The FCSC's activities are of extreme importance. The recruitment process ensures the best staff are recruited; the promotion process ensures that staff are rewarded for their hard work and performance; while the discipline process ensures staff are held accountable. The failure of the FCSC to successfully carry out this mandate has huge consequences to the civil service wider system.

The FCSC is taking significant steps to carry out its activities in a fair, transparent, and objective manner. However, political influence and corrupt staff behind the scenes will always be look for ways to ensure they continue to benefit. Thus, the FCSC cannot rest in its efforts to tackle corruption.

Processes and Service Delivery: The researcher observed that the Federal Civil Service Commission (FCSC) follows specific processes and procedures in its operations. These include the application and screening process for recruitment, promotion assessments, and disciplinary actions. However, there were instances where delays and inconsistencies were observed in the application of these processes, leading to frustration among service users and staff.

The researcher noted that the FCSC has made efforts to improve service delivery through the implementation of the Service Compact (SERVICOM) initiative. SERVICOM aims to ensure efficient and effective service delivery to the public. The researcher attended a SERVICOM meeting on April 18, 2023, where strategies were discussed to enhance service delivery and address customer complaints.

During the observation period, the researcher noted several challenges and areas for improvement in the FCSC's service delivery. These include:

- Long waiting times for service users, often exceeding three hours.
- Inadequate seating arrangements and limited space for service users.
- Inefficient filing and record-keeping systems, leading to delays and difficulty retrieving documents.
- Insufficient staff capacity, resulting in a heavy workload and delays in processing requests. Lack of clarity and transparency in recruitment and promotion processes, leading to suspicions of favoritism and corruption

Staff Welfare and Challenges: During the study period, the researcher observed that efforts were made by the FCSC to address staff welfare. The sharing of welfare, which took place from April 18 to April 20, 2023, was a positive initiative to provide support to staff members. However, challenges such as the scarcity of application forms and the breakdown of the staff bus on May 5, 2023, were identified, which affected the smooth functioning of operations.

Public Perception: The researcher conducted interviews with both staff members and service users to understand their experiences and perceptions of the FCSC. While some staff members expressed satisfaction with the commission's efforts to address their welfare and improve service delivery, others raised concerns about delays in decision-making, inconsistency in processes, and inadequate office space.

Staff Perceptions: Through interviews with staff members, the researcher gained insights into their experiences and perceptions of working at the FCSC. Some key findings include:

- High levels of job satisfaction and commitment to public service.
- Frustration with limited resources and inadequate infrastructure.
- Concerns about corruption and political interference in operations of FCSC.
- Desire for improved training and capacity building opportunities.
- Suggestions for streamlining processes and implementing technology solutions to enhance efficiency.
- Insufficient staff capacity, resulting in a heavy workload and delays in processing requests. Lack of clarity and transparency in recruitment and promotion processes, leading to suspicions of favoritism and corruption.

Conclusion:

The observations at the Federal Civil Service Commission (FCSC) highlights various challenges in its operations and service delivery. The report identifies the need for improvements in infrastructure, staffing, processes, and transparency to enhance the commission's effectiveness and reduce corruption risks. The researcher notes that while the majority of staff work hard a few when presented with the opportunity at all levels display corrupt behaviors which have become normalized within the Civil Service. While there is an appearance of and significant action being taken to tackle corruption behind closed doors among a select few corruption continues to take place. The findings will inform the development of a corruption reduction intervention through behavioral change as part of the McArthur Foundation/NISER research project.

DRAFT



THIS DOCUMENT IS A DRAFT REPORT, AND IS A PRODUCT OF A PROJECT AT THE NIGERIAN INSTITUTE OF SOCIAL AND ECONOMIC RESEARCH (NISER) UNDER A MACARTHUR FOUNDATION GRANT, TO PROVIDE RESEARCH SUPPORT FOR CORRUPTION CONTROL THROUGH BEHAVIOUR CHANGE.

[For more information, visit the BCKC website](#)