

CORPS MARSHAL STRATEGY SESSION WITH COMMANDING OFFICERS

SYNDICATE

D

PRESENTATION

Delivered By

**CC VMT JACK
Representative, Syndicate D**

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MEMBERS



1. ACM AA Nwaka *PhD*
2. ACM OW Motajo
3. ACM AH Ringim
4. ACM SA Obayemi
5. CC SU Umar
6. CC A Najume
7. CC OC Oladele
8. CC DU Mendie *fsi*
9. CC GV Ngueku
10. CC VMT Jack
11. CC AK Kumapayi
12. CC A Nwachukwu
13. CC CN Njoku
14. CC PA Oke
15. CC KO Akinusoye
16. DCC JI Dagwa

AIM OF THE PRESENTATION

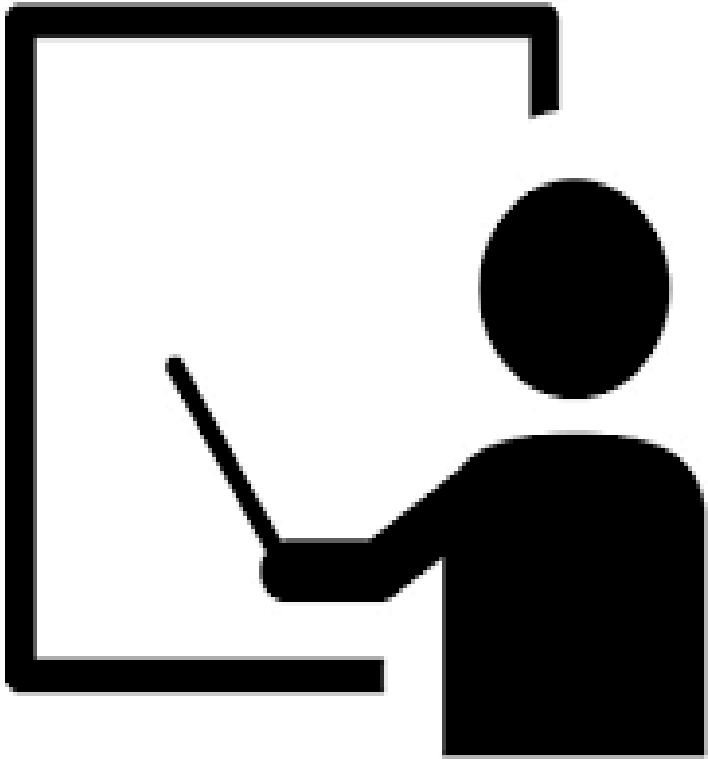
**This discussion
seeks to address
the myriad
issues that affect
the effectiveness
and efficiency of
the Corps**



SCOPE

- **Introduction**
- **Attack/abduction of operatives**
- **Bribery and Patrol misconduct**
- **Lack of Command and Control**
- **Motivation and Staff Welfare**
- **Concealment of Information**
- **Nonchalance of staff**
- **Number plate enforcement**
- **Abuse of Social media**
- **Over-socialisation**
- **Non-receipt of FIR promptly**
- **Funding – Command administration in the face of dwindling resources for Government**
- **RSHQ responsibilities to field commands**
- **Non-exhaustion of grievance procedures**
- **Non-conveyance of RSHQ directives**
- **Understanding the operational environment**
- **Input into the SOP**
- **Conclusion**

INTRODUCTION



- **The FRSC, in a bid to live up to its reputation as a world class organisation has adopted a culture of periodic review of the Corps' processes towards ensuring maximum efficiency**
- **Therefore, lapses observed in the Corps must be tackled quickly and solutions implemented**



ISSUES

ATTACK/ABDUCTION OF OPERATIVES



Observations/Crux Of The Problem

- **The patrol team don't work as a team**
- **It is easier for offenders to overpower arresting marshals during impoundments**
- **The aggression of the arresting marshals is often the cause of attacks**
- **Team leaders are weak**
- **Attacks are often provoked by the team's attempts to extort**
- **The organisation needs to be updated to the 21st century and old methods are not working anymore**
- **The training that the cadets receive in training camps are usually discarded after deployment and a negative re-orientation is given to the new staff by the existing staff**

Way Forward

- **Let impoundments be carried out by more than one Marshal**
- **Pre-patrol briefing should be taken serious and loaded with quality content**
- **Consider situations where all passengers in a commercial vehicle are asked to disembark before the vehicles are impounded to the office**
- **The Corps should update and become technologically driven**
- **Adopt intelligence-based patrol**
- **An SOP should be developed to outline procedures and actions to be taken in the event of attacks**
- **Staff should be taught to develop their powers of observation and take preemptive ctions**
- **Intelligence and Provost officers should step up**
- **Need to establish an arms squad to prevent incessant attack**

BRIBERY AND PATROL MISCONDUCT



Observations/Crux of the Problem

- **The sacrificial spirit of the founding fathers is not possessed by the new generation of Staff**
- **Greed and irresponsibility**

Way Forward

- **Disciplinary measures should be tightened**
- **Recruitment process of the Corps should be reviewed**

LACK OF COMMAND AND CONTROL



Observations/Crux of the Problem

- **God-fatherism in the Corps has greatly increased impunity and disobedience in the Corps**
- **The Management of the Corps is overloaded with power, there should be some restructuring and devolution of power. Zonal Commanders should have more powers, especially in the following areas:**
 - **Posting and Transfers**
 - **Appointment of Unit Commanders**

Way Forward

- **Giving the Commanding Officers the power to waive offences will improve their command and control**
- **Commanding Officers need to develop their Emotional intelligence levels. Staff should not only be ordered around, they should also be mentored and cared for**
- **Commanding officers should be given more powers of administration. The Corps should be decentralised**

MOTIVATION AND STAFF WELFARE



Observations/Crux of the Problem

- **FRSC is a poor organisation, staff motivation is low**
- **Some staff – including commanding officers - view their posting to some regions as punishment and therefore are not ready to work**
- **The savings schemes of many commands are not robust enough to take care of their needs**
- **Transfers within the Corps are usually very difficult due the inability of the Corps to pay staff transfer allowances**
- **Perdiems are no longer sufficient to take care of staff during official assignments**

Way Forward

- **Commanding Officers should not just be the Bosses in their commands, they should also be fathers/mothers of the commands, counsellors, motivators and family**
- **Encourage the staff to have other investment opportunities and petti-businesses (eg. Dry-cleaning) to augment their salary**
- **Make the entitlements and perks of ranking officers equal. Some senior officers should not have better vehicle and equipment than their colleagues in the same rank**
- **Review the office/command imprests. It should be at par with the rank of whoever is holding the office**
- **Officers who are close to retirement should be given some shock absorbers**
- **Over-sea trips should be made to go round. Training and conference opportunities should be made available to all**
- **Transfer allowances should be paid promptly**
- **Official per diem rates should be reviewed**

CONCEALMENT OF INFORMATION



Observations/Crux of the Problem

- **Some commanding Officers are unwilling to report misconduct/conditions that will lead to termination or dismissal**
- **Family members collude with staff to lie to the commanding officers about the medical conditions of their loved ones**

Way Forward

- **Disciplinary measures that will lead to termination or dismissal should be reviewed**
- **The Intelligence operatives should wake up to their responsibilities**

NONCHALANCE OF STAFF



Observations/Crux of the Problem

- **The sacrificial spirit of the founding fathers has been lost**
- **Recruitment policy is faulty; the Corps should only recruit people who are passionate about the job**

Way Forward

- **The recruitment policy of the Corps should be updated**
- **Staff should be sensitized about the need for organisational ownership and love for the job**

NUMBER PLATE ENFORCEMENT



Observations/Crux of the Problem

- **Road users are still resistant to getting the new number plates because they believe that the courts restrained the Corps from enforcing the new number plates.**
- **Motorbike number plates are not being seriously enforced by patrol teams**
- **Road users are feeling overwhelmed with the costly products being introduced by the Corps**

Way Forward

- **The Corps should increase sensitization of the public on the various court judgements involving the Corps**

ABUSE OF SOCIAL MEDIA



Observations/Crux of the problem

- **Official command social media pages are not managed by competent staff**

Way Forward

- **Commanding officers should closely monitor the command's social media pages**
- **The Corps should review the policy of approvals – from RSHQ- before posts are made on social media. Commanding officers should be trusted to make appropriate decisions without clearance from RSHQ**
- **Proper guidance should be given to the social media handlers**
- **Commanding officers should continuously sensitise their staff on appropriate posts for social media**

OVER-SOCIALISATION



Observations/Crux of the Problem

- **The issue of over-socialisation is a moral one, some commanding officers have very lax morals**

Way Forward

- **The in-house lectures should also be a forum to admonish the staff**
- **Commanding Officers should desist from over-socialisation with staff**

NON-RECEIPT OF FIR PROMPTLY



Way Forward

- **Commanding Officers should go the extra mile to get the FIR to the appropriate authorities, using the various means provided by the Corps**

FUNDING:

Command administration in the face of dwindling resources for Government



Observations/Crux of the Problem

- **For the past two years, the Corps does not pay November and December allocations. This makes end of year operations very difficult**
- **The doors of most State Governments are closed to commanding officers because the commanders have nothing to offer the Governors and senior government officials (eg. Waivers, recruitments, etc.)**

Way Forward

- **The Corps should plan ahead and make available funds even without government allocation**
- **The Corps should consider how to get a percentage of revenues from NDLs, NPs and fines**
- **Management should think outside the box to find other means of raising income from FRSC-affiliated products such as the speed limiters and the NRSS, mobile courts and international donors**

RSHQ RESPONSIBILITIES TO FIELD COMMANDS



Observations/Crux of the problem

- **The timing of the RSHQ policies should be looked at. New policies are rolled out at an accelerated frequency and the road users are becoming overburdened. This makes the road users hostile**
- **Most RSHQ policies are not seen to their logical conclusions before new policies are introduced. This does not help the public to take the Corps' policies seriously. Eg. The Corps has abandoned the crash helmet campaign in favour of speed limiters and tyres**

Way Forward

- **RSHQ policies should receive the input and counsel of the field commands before implementation**

NON-EXHAUSTION OF GRIEVANCE PROCEDURES



Way Forward

- **There should be increased collaboration with sister agencies to facilitate settlements and collaborations**
- **The Corps disciplinary measures should be swift and open. Cases should not be unnecessarily delayed**
- **Most trivial cases should be handled at the zonal level**

NON-CONVEYANCE OF RSHQ DIRECTIVES



Way Forward

- **Commanding officers should endeavour to always convey RSHQ directives to all staff**

UNDERSTANDING THE OPERATIONAL ENVIRONMENT



Way Forward

- **Commanding officers should tackle the implementation of directives with discretion**
- **Dialogue should be embraced by the Corps as a whole**
- **The atmosphere of the host community must be taken into consideration during enforcement**
- **The commanding officers should cultivate relationships with sister agencies**

INPUT INTO THE SOP ON IMPOUNDMENT, PAYMENT AND RELEASE OF VEHICLES BY FIELD COMMANDS

SERIAL NUMBER	INPUT
(A)(VIII)	Patrol vehicles should follow behind the impounded vehicle not in front
(D)(a)(IV)	This procedure is not necessary and should be removed

CONCLUSION

- **Syndicate D hopes that the results of this session will bring lasting solutions to the problems that plague the Corps**
 - **Towards enhancing the Corps' productivity and therefore safeguarding the lives of Nigeria's road users**



Safety starts with
you

Thank you!

