

2022
COMPENDIUM
FOR
DCCs

1. PERFORMANCE MANAGEMENT SYSTEM

Performance Management System involves a process of measuring effectiveness and efficiency of an individual staff which culminates into the overall achievement of the Corporate Performance Management scorecard. It aims to tie the day-to-day activities and targets of individual staff to the realization of the corporate objectives of an organization.

1.1 STRUCTURE OF APER

Supervisors are expected to appraise subordinates in the following areas depending on their cadres. Below are the attributes with their definitions:

OFFICERS (FRSC ADM 01)

PART 1

Key Deliverables (20%): Delivery on assigned key performance indicators (KPIs) task and assignment.

PART II

a. Generic Organizational Competencies (60% and 40% for ACC - above):

- i. Interpersonal Skills - Shows respect and consideration in dealing with others.
- ii. Verbal Communication Skills - Communicates clearly in English Language with confidence and has a broad use of vocabulary.
- iii. Written Communication Skills - Writes in a concise and articulated manner.
- iv. Personal Organizational Skills - Plans proactively and effectively.
- v. ICT Skills - Is familiar with the functioning of a computer system and is comfortable using email for communication.
- vi. Customer Service Skills - Is customer focus and as such sensitive to customer needs.
- vii. Time Management Skills - Is punctual to work, meetings, etc and realistic in making commitments.
- viii. Team Work: Keen to offer assistance and carries people along.
- ix. Personal Leadership Skills - Is able to lead self towards the achievement of personal vision and targets in spite of challenges.
- x. Bearing and Grooming Skills - Always appears neat and well turned out in clean, well ironed uniforms, impeccably groomed hairs, nails and other body parts.

b. Job Specific Competencies (20% for all officers):

- i. Technical Writing Skills - Style of writing peculiar to a profession or functions.
- ii. Supervisory Skills - Providing superior direction, input and guidance to sub-ordinates in the day to day delivery or assignments.
- iii. Strategic Planning Skills - Evaluates processes for defining strategy and direction as well as allocating resources to implement same successfully.
- iv. Creativity/Innovation - Development of new ideas and unique novel solutions to problem or needs.
- v. Intelligence Gathering - Gathering timely and accurate security related information.
- vi. Technology Competencies - Specific IT Skills required for delivery work processes.
- vii. Arbitration Skills - Alternative dispute resolution, mediation and negotiation skills.
- ix. Conceptual Skills - Ability to think and conceptualize abstract and complex issues.
- x. Facilitation Skills - Presentation, coaching, engagement skills and processes for maximizing a group's discussion outcome.
- xi. Accounting Skills - Recording, reporting and analyzing financial transaction.
- xii. Budget Skills - Knowledge, skill and processes for measuring and reporting financial compliance.

c. Leadership and Management Competencies - 20% (ACC and above only):

- i. Management/Team Building Skills - Resourcefulness, motivations.
- ii. Leadership Skills - Inspires positive confidence for others to follow.
- iii. Strategic Thinking Skills - Considers both short and long term effective analysis of macro-environment.
- iv. Dynamic Skills - Effectively makes useful contact within and outside the organization.

ROAD MARSHAL (FRSC ADM 02)

a. **Agreed Deliverables (20%):** Delivery on assigned key performance indicators (KPIs) task and assignment.

b. Core Attribute And Skills (80%):

- i. Service Attitude - Maintains an enthusiastic and positive attitude; always in self-control.
- ii. Punctuality - Consistently arrives at work on time, keeps committed deadlines and promptly responds to official request.

- iii. Policy Alignment - Deems it important to follow FRSC policies and procedures; does not disregard rules and regulations of the office.
- iv. Working with others/Team spirit - is focused on the teams targets and objectives.
- v. Creativity - is innovative; thinking outside the box.
- vi. Neatness/Carriage - Uniform is always clean and neatly ironed, hair and other assets are well managed.
- vii. Verbal Communication - Speaks good English; Presents information clearly and logically.
- viii. Writing Skills - Writes comfortably in English; is able to prepare official reports with zero or minimal correction.
- ix. ICT Skills - Able to use Microsoft word and other Microsoft packages; uses the internet effectively in the course of work.
- x. Ethics and Values - He is clearly regarded as an epitome and model of integrity and trustworthiness.
- xi. Personal Organization and Diligence - Organizes self and others effectively; is consistent in achieving goals.
- xii. Leadership - Show an effective blend of high competence and exemplary character in all things assigned. He is self-determined, but moves colleagues towards common goals.
- xiii. Self-Improvement and Learning - Shows a willingness to improve self and to learn new skills through both informal and formal means.

ROAD MARSHAL ASSISTANT (FRSC ADM 03)

- a. **Agreed Activities (50%):** Delivery on assigned key performance indicators (KPIs); task and assignments.
- b. **Core Attributes And Skills (50%):**
 - i. Technical Skills - Indicate technical skill e.g. driving.
 - ii. Punctuality and Attendance - Arrives at work on time; keeps to earlier arranged timing schedules for his work deliverables.
 - iii. Ethics and Values - he is principled; maintains acceptable standards of behavior.
 - iv. Discipline and Personal Organization - Respects duly constituted authority; willingly obey orders.
 - v. Dressing/Comportment - Dress appropriately; looks clean and tidy at work.
 - vi. Team Work - Always willing to cooperate and lend a hand in all situations.

- vii. Customer service Skills - Is friendly and respectful when providing service.
- viii. Policy alignment - Deems it important to follow organization policies and procedures; is obedient to the guidelines of the organization.
- ix. Self-Improvement and Learning - Shows a willingness to improve self and to learn new
- x. skills through both formal and informal means.
- ix. Verbal Communication - Speaks good English; provides information clearly and logically.

1.2 JOB BINDER

This document contains the job functions/specifications of each Staff with the Key Performance Indicators (KPIs) i.e. expected deliverables. The KPIs must conform with the SMART acronym i.e. the KPIs must be:

- *SPECIFIC (S)**
- *MEASURABLE (M)**
- *ACHIEVABLE (A)**
- *REALISTIC (R) and**
- *TIME-BOUND (T)**

Employee performance management is a process for establishing performance yardsticks at an individual level, which are related to and directly linked with the Corporate performance measures or yardsticks for the period. In addition to improving the strategic governance of an organization, this is expected to also create a shared understanding by all Staff, of how their individual responsibilities contribute to the corporate objectives - in the alternative, can limit or impede the achievement of same if not diligently pursued.

1.3 CORPORATE GOALS

Having the vision, mission and core values of FRSC in view, the Corps Marshal at the beginning of each year presents the overarching corporate strategic thrust/corporate goal for the year. Then, the Corps Planning offices develops the corporate planning document and process for the realization of these goal. The corporate goals are cascaded across Departments, Corps Offices and Commands. Therefore, should the Corps Marshal's target be "to reduce road traffic crashes by 20% in the course of a given year", both the routine and strategic targets of the various Departments, Corps Offices and Commands should directly or indirectly support the achievement of this goal. Below are the corporate strategic Goals of FRSC for 2022;

- a. Accomplish 15% reduction in Road Traffic Crash Fatality.
- b. Enhance Road Safety Partnership for Innovative Intervention.
- c. Consolidate on the Road Traffic Data System for Improved Road Safety Policy Formulation

1.4.1 ASSESSMENT CRITERIA

FRSC conducts a quarterly performance assessment of its functional arms and this has led to the creation of a healthy competitive working environment as all the component functional units aspire to the realization of their individual targets. A quarterly comparative analysis report enables each department, Corps Office or Command to take stock of its previous or current performance with a view to identifying areas for improvement. The assessment parameters are as stated below:

Assessment Of RSHQ Departments/Corps Offices

a. REPORT RENDITION (15 marks)

- i. Weekly Sitreps (13 Nos.) - (6.5 marks)
- ii. Monthly report (3 Nos.) - (6 marks)
- iii. Quarterly report (1 No.) - (2.5 marks)

b. TASK ACCOMPLISHMENT AND INNOVATIONS (97 marks)

- i. Projects (Physical and Non-Physical) (2marks each) - (30 marks)
- ii. Accomplishment of Statutory Functions (1 mark each) - (12 marks)
- iii. Accomplishment of Strategic Initiatives - (15 marks)
- iv. Accomplishment of Management Assigned Tasks - (10 marks)
- v. Creativity and Innovation (3 marks each) - (30 marks)

c. ALIGNMENT TO SERVICE STANDARDS (24)

- i. Attendance register - (2 marks)
- ii. Movement register - (2 marks)
- iii. Leave matters/records - (2 marks)
- iv. Work Environment - (2 marks)
- v. Record of disciplinary matters - (2 marks)
- vi. Record of Departmental/Corps Offices meetings - (2 marks)
- vii. Complaints handling/Documentation, Follow-up & Resolution - (7 marks)
- viii. Nominal roll - (2 marks)
- ix. Provost Disciplinary record - (3 marks)

d. TEAMWORK AND COLLABORATION (9 marks)

- i. Internal Collaboration (1 mark each) - (6 marks)
- ii. External collaboration (1 mark each) - (3 marks)

e. CAPACITY BUILDING (14 marks)

- In-house lectures (1 mark each) - (10 marks)
- Seminars and workshops (1 mark each) - (4 marks)

f. FINANCIAL AND RESOURCE MANAGEMENT (12 marks)

- i. Retirement of monthly allocations - (9 marks)
- ii. Retirement of special funds - (3 marks)

GRAND TOTAL = 171

$$\text{NB. Scores Calculation} = \frac{\text{Total Scores Obtained}}{171} \times \frac{100}{1}$$

1.4.2 ASSESSMENT OF ZONAL COMMANDS

a. REPORT RENDITION -(10%)

- i. Weekly Sitrep-2%
- ii. Monthly Report-2%
- iii. Quarterly Report -2%
- iv. Special Report - 2%

b. TASK ACCOMPLISHMENT AND INNOVATION - (50%)

i. Enforcement - 21%

- Offenders-3%
- Offences-2%
- Critical Offences-15%
- SLV-3%, OLV- 3% UPD-3, LSV-3%, DUI-3%
- Integrity Booking - 6%
- Booking on ACS - 6%

ii. Command & Control - 21%

- No. of ZCO visit to S/C-2%
- No. of visit to Zonal clinics/Zebras/Road Side Clinics
- ZCO Monitoring/survey-4%
- No. of patrol check-2%
- No of Arrest-2%
- Racketeering & Extortion-3%

- No. of Monitoring/survey to DLCs

iii. Accomplishment of Strategy Initiatives (Annual FRSC 2019 Strategy Goals)

- Intra/Inter Command Activities - 2%
- No. of Intra/Inter- Command Activities - 2%.
- Commendation, Reward & Punishment - 3%
- No of Commendations - 1%
- No of Rewards - 1%
- No of Sanctions 1%
- Mandatory Periodic Programme
- Road Safety Audit - 1%
- Traffic Count - 1%
- Creativity & Innovation - 3%

iv. Capacity Building -(6%)

Training & Development Activities:

- In-house Lectures-2%
- No of Workshop/Sem/Retreat-2%
- On-the-Job-Training.-2%

v. Team Work & Stakeholders Collaboration-(13%)

- Stakeholders Collaboration-6%
- No. of SM Activities \Patrol/Traffic Control carried out 3%
- No of Donation/logistics to Command
- No of Courtesy/Advocacy Visits-2%
- No of Public Education//Rallies & Communications-3%
- No of Inter Agency Engagement-2%

vi. Alignment to Service Standard-(9%)

- No. of Zonal Operators/Mgt. Meeting-2%
- Team Spirit
- No of Durbar (WASA)-2%
- Compliance to HQ Directives-5%

vii. Vehicle & Infrastructural Maintenance-(10%)

- No of Vehicle maintenance/service-2%
- Estate 2%
- Equipment - 6%
- (Radar gun, tablet, extricating. machine etc.)-2%
- Furniture-2%

- Fittings-2%
- xi. **Financial Resource Management (2%)**
 - Financial Prudence-1%.
 - Disbursement of allocation according to sub-head
 - Returns on Retirement of Allocation according to sub-head
 - Physical Projects-1%

1.4.3 ASSESSMENT OF SECTOR COMMANDS

- i. **Report Rendition 10%**
 - Weekly SITREP - 2%,
 - Monthly Report - 2%.
 - Quarterly Report - 2%
 - Special Report - 2%.
 - Compliance to HQ Directives - **7%**
- ii. **Task Accomplishment 50%**
 - Enforcement & RTC Reduction - 21%
 - Offenders Arrested 3
 - Offences booked 2
 - Critical offences 16
- iii. **Command/Control & Communication - 27%**
 - Visit to Commands 4
 - Integrity Booking (ACS) 5
 - Survey/Monitoring 6
 - (Durbar) 3
 - Operator/Mgt Mtg. 3
 - Traffic Count 2
 - Road Safety Audit- 2
 - Creativity & Innovation -2
- iv. **Alignment to Service Standard-9%**
 - Intra/Inter Command Activities 2%
 - Reward 4%
 - Commendation 2%
 - Sanction 2%
- v. **Capacity Building 6%**
 - In-House Lectures 2%
 - Workshop/Seminar/Retreat 2%
 - On-the-Job Training 2%

vi. Teamwork and Stakeholders Collaboration 6%

- Stakeholders -7%
- PE/Rallies -3%
- Courtesy/Advocacy Visits -2%
- Inter-Agency Engagemen -2%
- SM Activities - 6%
- Patrol/Traffic Control 2%
- PE/Rallies - 2%
- Donations -2%

vii. Financial and Resource Management.- 2%

- Financial Prudence -1%
- Physical Projects -1%

viii. Vehicle and Infrastructure Maintenance-10%

- Vehicle -2%
- Estate -2%
- Equip.(eTablet) -6%

2. EFFECTIVE PATROL OPERATIONS

2.1 Mobile Court

The word "Mobile " is an adjective which means capable of moving or of being moved readily from place to place while "Court" generally signifies an institution in which disputes and conflicts are heard, argued and decided on the basis of law.

In other words, Court is an official public forum established by lawful authority to adjudicate over all manner of disputes, be it civil, administrative, labour or criminal.

In common law countries, the Courts are the central means for dispute resolution, and all persons have a right to bring their claims before a Court. Similarly, those accused of a crime have a right to present their defences before a Court.

According to Dr Borhan Uddin Khan, "Mobile Court" can be compared to a Mobile Phone which is easily moveable to enforce laws as a supplementary and complementary manoeuvre of Court.

2.2 Composition

A mobile court is properly constituted upon the appointment of a magistrate to preside over cases brought before it. The prosecutor prepares a charge in brief stating the offences committed by the traffic violator which is read by a clerk of the court.

A mobile court is usually made up of:

- a. A presiding Magistrate
- b. A prosecutor
- c. Court clerk
- d. Security e.g. Police or Paramilitary officer to ensure court orderliness.

Planning of Mobile Court

- a. Consultation.
 - b. Application & Approval of the Chief Judge.
 - c. Appointment of Mobile Court Judge.
 - d. Request for Armed Backup.
 - e. Prepare Patrol/Duty Roster.
- Basically, planning of Mobile Court begins with the consultation and deliberations between the Commanding Officer, Head of Operations and Legal Officer on the identified or prevailing Traffic Offences among motorists. Having agreed on a particular day, time, and venue of the exercise or route, a letter is then caused to be written by the Commanding Officer to the Chief Judge of the State requesting for a Mobile Court

Judge. Upon the receipt of the application by the Chief Judge, he appoints a Magistrate if he approves.

- Upon approval, another similar letter is written to the Commissioner of Police and Commandant, Nigeria Security and Civil Defence Corps (NSCDC) requesting for Armed Police Men and Armed Civil Defence Personnel to provide Security for the Mobile Court. This is done a week preceding the holding of the Mobile Court.
- Thereafter, a Special Roster for the staff or personnel that will participate in the Mobile Court is prepared by the Head of Operations. This is to inform the concerned staff of the exercise coming up. To improve consultation and collaboration with stakeholders, the Commanding Officer could inform and invite officials of organised Transport Unions, especially if the Mobile Court is for a Special Operations or Intervention Patrol.

Mobilization of Staff and Equipment

- a. Head of Operations Address staff on the Focus.
- b. Declaration Register.
- c. Issue Booking Sheet/e-tablet.
- d. Convey Canopy, Table & Chairs.
- e. Convey Armed Personnel.

2.3 At the scene

The Team Leader of the Mobile Court exercise then distributes a specific or designated Booking Sheet to the staff, there and then, move to the venue of the exercise to commence enforcement

After this is done, the Legal Officer/ Prosecutor will then inform the Magistrate of the readiness and commencement of the exercise. Occasionally, Press Men could be invited to cover the event.

At the venue of the Mobile Court, the Magistrate gets seated with the Registrar of the Court. The Registrar of Court will always be with Revenue Receipt, Detention Order, Stamp Pad, and Record of proceedings Book, Biro and Traffic Law book.

Procedure for Trial or Prosecution of Road Traffic Offenders in Mobile Court Sitting

- Mobile Courts dispose most of the cases summarily. Although, the object of summary procedure is to shorten the course of trial, it is nevertheless

incumbent on the Magistrate to put on record sufficient evidence to justify his order.

- The FRSC (Establishment) Act 2007 provides and vest power to establish mobile courts in the chief judge of a state or the Federal Capital Territory Abuja.
- S10.8 of the FRSC Act 2007 states
- "The chief judge of a state or the Federal Capital Territory Abuja shall have power to establish special or mobile courts for the purpose of a speedy trial of traffic offenders under this act"
- S10.4 of the FRSC Act 2007 provides:
- "In the exercise of the functions conferred by this section members of the Corps shall have power to arrest and prosecute persons reasonably suspected of having committed any traffic offence"...
- S10.10 states:
- "For the purpose of enforcing or prosecuting offences under this Act, the Road Traffic Law of a state, the Federal Highway Act and any regulation made under these laws shall apply to this Act".
- The import of the above section simply put is to the effect that for purposes of enforcement and prosecution of offenders, the offences are not restricted to only those offences stipulated on the Notice of offence sheet but other relevant traffic laws.
- The Court records the statement of the witnesses and also writes out a short judgment.
- In practice, Mobile Court perform its functions very summarily than usual summary trial as the Court itself visits the spot, examines the witnesses, hears the accused/defaulters on the spot as patrol teams apprehend the offenders red handed. The court completes the procedural requirements and passes a sentence instantly.
- A Road Traffic Offender is anybody who breaches Road Traffic Law(s).
- The offender is booked and charge (s) is prepared from the booking sheet. There and then, the offender is arraigned before the Mobile court by the Prosecuting Counsel/Officer. The Charge (s) is then read to the hearing of

the offender and the Court must ascertain that the offender understands the charge. Plea is then taken

- If the offender pleads guilty to the charge, the Court will foreclose the defence and ask the prosecutor to state the facts of the case after which the Court makes a finding of 'guilty' or 'not guilty'. But if the finding is that of 'guilty', the Court asks the offender to make allocutus, which is a plea of mitigation of the punishment. The Court then goes ahead to give the punishment it considers appropriate in the circumstance.
- However, where an offender pleads not guilty, the Court will ask the prosecutor to prove the case. In doing this, the Prosecutor calls his witness(es) to testify to support the charge. The offender is allowed to defend himself personally. The Court will then make a finding of guilty or not guilty.
- The offender maybe convicted or discharged if not found guilty.
- Convict(s) pay fine (s) on the spot. Convict(s) who is/are unable to pay fine(s) on the spot is/are sent to Prison for term(s) as awarded by the Mobile Court.
- At the end of the exercise, money realized is shared based on the agreed percentage between the State and FRSC. However, the Corps recommends 30% for the Command and 70% to State Government. But this could be negotiated.

2.4 Hierarchy of Supervision in Mobile Court Enforcement

For every Mobile Court, there should be a Team Leader in the Roster prepared for the exercise. It is expected that whoever is appointed as a Team Leader for the exercise organize, coordinate and assign his Team members to a specific and particular route to be covered for the exercise. Be that as it may, the success or otherwise of the deployment of experienced and competent staff lies in the hands of the Head of Operations.

In order to provide a check-and-balance and checkmate abuse of power by FRSC personnel or cases of violence and subversion of the law, besides a patrol team this set of officers are detailed to supervise the exercise.

- a. A surveillance team: To check-mate abuse of power, bribe taking etc.
- b. Intelligence gathering by the intelligence unit of the Corps before and after the exercise to ensure security of lives and property.

- c. Provost Unit to ensure discipline and court orderliness.
- d. A rescue team - in case of accidents and medical personnel testing of drivers.
- e. A public Enlightenment desk - For education of traffic offenders.
- f. Other Security agencies, e.g. police, civil defence etc. to provide security in case of mob or violent attacks.

2.5 Report rendition

At the end of a mobile court exercise a prompt summary report and a later detailed report is necessary in order to evaluate the court activities and conduct of the exercise. A summary report is made in the following manner:

- a. Total number of arraignment
- b. Total number prosecuted
- c. Total discharged
- d. Total convicted
- e. Date of the exercise
- f. Prevalent offences
- g. Fines realized.

Monthly report

A further detailed monthly report is required stating in precise detail, including the above stated information such as:

- a. Age of traffic offender
- b. Sex
- c. Route/location the exercise was conducted
- d. Name of presiding Magistrate
- e. Name of prosecutor
- f. Drivers Licence Number (Issuing/Expiring date)
- g. Date of arraignment
- h. Qualification of driver
- i. Phone number of driver
- j. Address of Traffic Offender.

3. PATROL CONFLICT RESOLUTIONS

Conflict is a serious disagreement and argument about something important. If two or groups are in conflict, they have had a serious disagreement or argument and have not yet reached agreement. A conflict is also clash of interest.

This is the process of limiting the negative aspect of conflict while increasing the positive aspects of conflict (<https://en.wikipedia.org>)

There have been many styles of conflict management behaviour that have been researched in the past century. One of the earliest, Mary Parker Follett(1926/1940) found that conflict was managed by individuals in three main ways: domination, compromise, and integration. She also found other ways of handling conflict that were employed by organizations, such as avoidance and suppression

Domination: the exercise of power or influence over someone or something, or the state of being so control. It is total control.

Compromise: an agreement or settlement of a dispute that is reached by each side making concessions

Integrate: to form, coordinate, or blend into functioning or unified whole.

3.1 CONFLICT MANAGEMENT RESOLUTION IN FRSC OPERATIONS

As hinted above, conflict is bound to happen in an environment where there are human interactions. FRSC is one social entity having organised activities involving a lot of people and its operations interpreted and appreciated differently by the public. The complexities and characteristics of the motoring public necessarily create conflicts of various degrees. If properly managed, conflict could actually be a source of positive change. This fact underscores the reason the understanding of types of conflicts in FRSC operations is germane to its management.

3.2 TYPES OF CONFLICT IN FRSC OPERATIONS

In organisational conflict and indeed in FRSC, two basic classifications are easily identified. They are:

- a. Intra-organisational
- b. Inter-organisational conflicts.

Some prefer to refer to them as **Internal and External conflicts**.

Intra-organisational conflict is conflict within an organization, and can be further classified based on scope (e.g. department, work team, individual).

Inter-organisational conflict occurs between two or more organizations, for example, when different businesses compete against one another.

For the purpose of this paper, we shall consider the causes of intra-organisational (**internal**) and inter-organisational (**external**) conflicts in FRSC operations

3.3 CAUSES OF INTRA-ORGANISATIONAL OR INTERNAL CONFLICTS

The factors responsible for intra-organizational or internal conflicts are as follows;

- a. Extreme or Uncontrolled Conflict: Factors such as family, social and emotional problems often affect FRSC staff.
- b. Strained relationship between Commanding Officers and their Second-in-Command.
- c. Strained relationship between Heads of Operations and patrol operatives.
- d. Lack of in-depth understanding of operational policies, guidelines and thrusts.
- e. Breakdown in relationship between patrolmen.
- f. Issue of divided loyalty in various Commands

3.4 CAUSES OF INTRA-ORGANISATIONAL OR EXTERNAL CONFLICTS

Below are some of the identified causes of inter-organizational or external conflicts

- a. Perceptions of traffic Offenders
- b. Compromise of integrity
- c. Close relationship between staff and offenders
- d. Wrong perception of FRSC operations by other Agencies and organisations
- e. Hostilities and unfriendliness by host communities
- f. Unfriendly attitude of members of the political class, top civil servants, contractors and passengers in vehicles

3.5 STEPS IN CONFLICT MANAGEMENT AND RESOLUTION

Many strategies have been evolved in conflict management and resolution but for the purpose of this course, we will look at Maccoby and Studder to identify five steps to managing conflicts as follows:

- a. Anticipate - Take time to obtain information that can lead to conflict.
- b. Prevent - Develop strategies before the conflict occurs.
- c. Identify - If it is interpersonal or procedural, move to quickly manage it.

- d. Manage - Remember that conflict is emotional
- e. Resolve - React, without blame, and you will learn through dialogue.

4. FRSC EDUCATION POLICY

All over the world education stand as the major factor in the drive to development. A nation or organization cannot strive to greatness without paying much attention to the education of citizen or workforce. FGN (1998) stressed that education is an instrument for national development. It fosters the worth and development of the individual, for each individuals sake and for the general development of the society. It can be confirmed from this that education develops a man for self-fulfillment, societal development and for national advancement

4.1 IMPORTANCE OF TRAINING

- a. Enhance interest in one's job
- b. Removes negative attitude to work
- c. Improves performance and productivity
- d. Removes tardiness
- e. Checkmates excessive absenteeism
- f. Discourage complaints
- g. Improves quality of output
- h. Reduces incidence of accident at work
- i. Reduce rate of insubordination
- j. Brings about easy adaption to new technology
- k. Enhances efficient implementation of new policies

4.2 GUIDELINES FOR TRAINING PROGRAMMES IN FRSC

- a. Courses to be pursued shall be progressive and targeted essentially at development staff and knowledge, so as to improve proficiency.
- b. Courses to be pursued shall be relevant schedule or preparatory to taking up a new schedule.
- c. A staff shall qualify to pursue further studies on part-time basis in any of the approved courses and approved institution of learning after spending a minimum of two (2) years with the corps from the first day of appointments. Minimum of five (5) years is approved for full-time basis
- d. A staff seeking approval for further studies shall complete from TSC/EDU/O1A
- e. Career progression training at the FRSC Academy and Training school shall be accorded priority, while training with short duration in any recognized professional institution shall be encourage.

- f. Development staff after training shall take cognizance of the new skill acquired.
- g. Staff to be granted approval for further studies shall not exceed 5% of the total staff strength in the corps at any given years and such approval shall be subject to availability of fund.
- h. Any staff on course can be re-called by the corps marshal and chief Executive, should the need arise.
- i. Staff who are unable to complete any course of study within the normal duration may apply to the corps marshal and chief Executive for extension through Training standards and certification Department.
- j. Any staff that has put in 34years in service or attained 59 year of age should not be qualified for a sponsored course of study leave without pay.
- k. A marshal shall not be considered for conversion if he did not secure approval to go on the course in the first instance.
- l. A staff shall qualify to pursue any of the approved courses if free of any disciplinary case that could lead to termination/dismissal.

4.3 TYPES OF COURSES

- Short- Duration courses
- Part-time courses
- Foreign courses
- Technical assistance

a. Short Duration Courses

- i. These are training programmes not exceeding six (6) months which shall be handled by FRSC Training Institutions (Academy & Training School). Apart from this, staff may be nominated and sent to Universities/ Government institutions offering similar short duration courses such as:
- ii. Centre for Management Development (CMD)
- iii. Civil Service College (CSC)
- iv. National Information and Technology Development Agency (NITDA)
- v. Digital Institute
- vi. Nigerian Army School of Supply & Transport
- vii. TV College/Nigeria Film Institute
- viii. Public Service Institute of Nigeria
- ix. Citizenship & Leadership Training Centre.

b. Part-Time Courses

The conditions for part-time courses shall be as follow:

- i. Approval may be given to staff to engage on part-time studies if the course is relevant to the commission.
- ii. Staff proceeding on part-time studies shall do so completely at his own expense for courses that will lead to the award of certificate, National Diploma (ND), Higher National Diploma (HND) and Bachelors Degree.

c. Foreign Courses

- i. Staff of the rank of RC and above shall be considered for foreign courses, except where otherwise dictated by the needs/demands of the job or where offers of training from multilateral agencies or friendly donor countries specifically request participants of a lower rank.
- ii. It is good to note that staff selected for foreign courses shall be entitled to full sponsorship during the period of study according to financial regulations.

4.4 ATTAINABLE QUALIFICATIONS

Courses undertaken shall lead to the award of the following:

- i. Doctor of Philosophy (Ph.D.)
- ii. Masters Degree
- iii. Postgraduate Diploma
- iv. Postgraduate Certificate
- v. Bachelor's Degree
- vi. Higher National Diploma
- vii. National Diploma
- viii. Professional Certificate from Institution recognized by law

4.5 EDUCATIONAL SPONSORSHIP IN FRSC

TYPES OF SPONSORSHIP

- Full Sponsorship
- Partial Sponsorship
- Study Leave Without Pay

- a. **Full Sponsorship:** Postgraduate and Masters Degree beneficiaries shall receive an amount for tuition, books and project as contained in the admission letter of the institution. The cost of accommodation and transportation shall be determined on location.

Specialized and professional courses undertaken at National Institute for Policies and Strategic Studies (NIPSS), National Defence College (NDC), Armed Forces Command and Staff College (AFCSC) and Administrative Staff College (ASCON), shall also receive full sponsorship and monthly allowance as follows:

- | | | | |
|------|---------|----|----------|
| i. | DCM | - | N100,000 |
| ii. | ACM | -- | N90,000 |
| iii. | CC/DCC | - | N70,000 |
| iv. | ACC/CRC | -- | N60,000 |
| v. | SRC/RC | -- | N50,000 |
| vi. | DRC/ARC | -- | N40,000 |

Staff on full sponsorship shall also:

- i. Be released from duty
- ii. Be entitled to continuous payment
- iii. Be entitled to promotion during the period of study.

This category of staff shall maintain effective communication with management through TSC for the period of study.

b. Partial Sponsorship: Partial sponsorship may be enjoyed by staff who are to pursue higher degrees including PhD not exceeding 36 months for specialized courses. A maximum of N500,000 only shall be given to beneficiaries for tuition, books and projects for PGD and Masters degree programmes while a maximum of 1,000,000 for Ph.D.

c. Study Leave Without Pay: If the course of study is relevant, approval shall be given to staff (Officers and Marshals) whose appointment has been confirmed and have served the corps for a minimum of five (5) years and such staff shall do so exclusively at their own expense. For courses leading to award bachelors degree and above, the duration of which shall not be more than 48 months.

5. ISO 9001:2015 QMS

5.1 The Concept of ISO 9001:2015 QMS

FRSC as a best example of lead agency in Road Traffic Administration and Safety Management in Africa has developed its initiatives towards achieving excellence in service delivery based on a 3-pronged approach of People, Process and Technology.

The Concept of 'Process' of the tripod was pursued through the adoption of ISO 9001 (Quality Management System) in February 2008. This is one of the various standards of the International Organization for Standardization (ISO).

The Corps has been using the QMS to further the Corps' commitment to continually improve its effectiveness in serving the needs of Nigerians in the area of road safety. It has helped the Corps become more effective and maintain recognition by its customers.

This is a milestone that reflects FRSC true disposition as a determined organization that is committed to attaining excellence in all aspects of its operations and service delivery.

QMS is one of the best known international Standards code-named ISO 9001 by the International Organization for Standardization (ISO).

ISO is derived from the Greek word "ISOS" which means 'equal'. It Stands for International Organization for Standardization. It was established in 1947 with Headquarters in Geneva, Switzerland.

Each country is represented in ISO by the standards body of such country. Therefore, ISO is represented in Nigeria by Standards Organization of Nigeria (SON).

5.2 Pre-QMS era in FRSC

In 2007, FRSC, under the leadership of the then Corps Marshal and Chief Executive, Osita Chidoka took stock of the past, evaluated the present with a view to charting a new direction and more purposeful future for the Corps. This necessitated the introduction of QMS in the Corps and consequently spurred everybody in the Corps to action in order to make the Corps a world class organization.

The Corps began its journey into QMS world in 2008. Before then, FRSC activities were characterized by myriads of administrative lapses ranging from improper documentation, poor record keeping and overlapping job functions.

Lack of processes and procedures, increasing customer complaints, internal waste and damages, staff poor attitude to work, frequent breakdown of facilities, poor performance of staff, and other vices were the main reasons why the Corps embraced the implementation of QMS

5.3 Journey to ISO Certification

There are about 22,000 ISO Standards to date worldwide, covering various subjects/industries. But ISO 9001 is the most popular and acceptable. To address the above challenges bedevilling the Corps, QMS was used to seek improvement in line with global best practices, through: Involvement of the people - Everybody in the Corps was involved from the beginning.

In 2009, the entire FRSC Top Management team was trained on ISO 9000:2000 which was followed by the training of 80 Officers as Internal System Auditors. 68 qualified as Internal System Auditors with 60 proceeding to Lead Auditors.

Forty five of them eventually became Lead Auditors. A total of 452 processes were identified in the Corps and documented in the first ever FRSC Quality Manual developed alongside the Quality Policy. In the course of implementation, the Corps procured the services of a consulting firm that assisted with the Gap Analysis of the Corps.

In order to have direct supervision, Quality Management System Unit was established in the office of the Corps Marshal and Chief Executive.

Awareness programmes on how to achieve quality in the Corps' business as well as the need for commitment of staff to organizational goals took place in all FRSC formations.

Trained Internal System Auditors were used to evaluate the effectiveness of the system through internal system audits. Mock Audit of departments and Corps Offices at the HQs were conducted. ISO lectures were featured in most FRSC trainings and workshops.

The External System Auditors from the Standards Organization of Nigeria (SON) were used to also evaluate the effectiveness of the system through system audits. Internal efficiency was entrenched by establishing guidelines through the FRSC Quality Manual for everyone to follow easily.

5.4 What does ISO 9001:2015 cover?

- a. Based on PLAN-DO-CHECK-ACT methodology.
- b. Provide a process-oriented approach.
- c. Risk-based thinking

5.5 Benefits of ISO 9001:2015?

ISO 9001:2015 helps organisation to:

- a. Ensure their customers consistently receive high quality products and services.
- b. Create satisfied customers, Management and employees.
- c. Organise and improve the efficiency of processes Continually improve on its

- d. Credibility by proving to customers that its products and services meet expectation.
- e. ISO 9001 is positive for organisational image as it shows that you comply with internationally recognised quality standard.

5.6 The Role of Staff in the implementation of ISO 9001

- a. Know your job, do it well and on time.
- b. Be committed, responsible and remain accountable.
- c. Ensure your Working tools are available and well maintained.
- d. Be a team player.
- e. Maintain records/Evidence of assigned jobs.
- f. Suggest better ways of improving the system.
- g. Be ready for ISO 9001 System Audit of your work at any time.
- h. Be audit friendly and co-operate with System Auditors.
- i. Support the ISO 9001 implementation in your office.
- j. Remember you are very important; we cannot achieve ISO 9001 certification without your positive contributions.

5.7 Differences between ISO 9001:2008 & ISO 9001:2015

ISO 9001:2008	ISO 9001:2015
(a)	(b)
1. Preventive Measures emphasised	1. Risk-based thinking emphasised
2. Has 8 clauses	2. Has 10 clauses
3. Has 8 Principles	3. Has 7 Principles
4. Focused on only customers	4. All interested parties such as suppliers, personnel, shareholders, legislative bodies, society, internal customers etc. are considered.
	5. Strives to give additional momentum to the continuous and systematic improvement of processes within organisations through PDCA circle.

5.8 Challenges of ISO 9001:2015

- a. Resistance to change by some staff
- b. Misgivings about the concept of QMS
- c. Inadequacy of resources
- d. Inadequate equipment
- e. Low Budget

5.9 Quality Management System Principles

The QMS principles have changed from eight (8) in ISO 9001:2008 to seven (7) in ISO 9001:2015 with amendments to some of the former 8 principles as presented below:

S/N	ISO 9001:2008		ISO 9001:2015
(a)	(b)	(c)	(d)
1	Customer Focus	1	Customer Focus
2	Leadership	2	Leadership
3	Involvement of the people	3	ENGAGEMENT of the people
4	Process approach	4	Process Approach
5	System approach to management		*****
6	Continual improvement	5	IMPROVEMENT
7	Factual approach to decision making	6	evidence-based decision making
8	Mutually beneficial supplier relationships	7	relationship management

6. WORK ETHICS IN FRSC

Work is to do something that involves physical or mental effort especially as part of a job.

Ethics are rules of behaviour or conduct. Work Ethics are principles and standards of behaviour or set of values regarding proper conduct in a workplace.

In FRSC, every member of staff occupies a unique and important position in achieving the Corps' strategic goals.

Consequently, all staff of FRSC should imbibe the ethics of the Corps which include discipline, honesty, hardwork, loyalty, integrity, accountability, transparency, courtesy, respect, confidentiality, decency and team spirit in discharging their functions.

6.1 Examples of FRSC Workplace Ethics

The expected ethical conducts among staff include but not limited to the following:

- Punctuality to work.
- Proper dressing.
- Display of ID card while in uniform.
- Being courteous, professional and diligent in the discharge of duties.
- Attending to files promptly.
- Avoiding malingering during office hours.
- Being guided by the concept of quality service delivery.
- Responses to requests from clients promptly.
- Handling all assignments with dispatch.
- Not leaving the office before closing time.
- Not buying/selling in the office.
- Keeping the Convenience clean.
- Being honest and fair to all.
- Orderliness at functions.
- Compliance with Operational Guidelines.

6.2 Where to find FRSC Workplace Ethics

- The FRSC (Establishment) Act 2007.
- Conditions of Service.
- National Road Traffic Regulations, 2016.
- Regulations on Maintenance of Discipline, 2013.
- Servicom Charter.

- Quality Management System Standards.
- Operational Manual.
- Educational Policy.
- Quality Policy and
- Public Service Rules 2008.

6.3 FRSC Charter

The FRSC Charter has specific desirable ethical practices that are to be noted:

- Office comportment.
- Respect for superior officers.
- Compliance with assumption of duty date.
- Writing of names on the attendance register.
- Signing off at the close of office hours.
- Leave matters (maternity, casual, annual, study and sick leave) and
- Permission to Get Married.

6.4 Prospects of Workplace Ethics in FRSC

Generally, staff efforts are essential elements in shaping and directing the organization towards effective service delivery.

6.5 Discipline

Discipline as an ethical process is used to check the compliance of staff with extant rules and regulations.

6.6 The Ethics Of Employee Loyalty, Trust And Respect

- Employers and employees treating themselves ethically in a workplace can promote trust, loyalty and productivity.
- The employer should at all times go by the rules of ethical conducts in dealing with employees.

He must follow all the prescribed processes and procedures to achieve desired corporate strategic goals.

6.7 TABOOS IN PARA-MILITARY AGENCIES

A taboo is a vehement prohibition of an action based on the belief that such behavior is either too sacred or too accursed for ordinary individuals to undertake, under threat of supernatural punishment. Such prohibitions are present in virtually all societies. The word has been somewhat expanded in the social sciences to strong prohibitions relating to any area of human activity or custom that is sacred or forbidden based on moral judgment and religious beliefs.

"Breaking a taboo" is usually considered objectionable by society in general, not merely a subset of a culture.

The following are taboos in all Para-military organizations:

- a. **Discrimination and harassment.** All personnel have the right to live and work in an environment free from harassment, discrimination and intimidation. As an Officer, you are required to carry your men and your colleagues along. Note that the assignment you have at hand can be better achieved through good team spirit.
- b. **Bullying:** Bullying involves forcing other people to do things against their wish. It entails the use of physical strength or the abuse of authority to intimidate or victimize others or to give unlawful punishment. Bullying is an unacceptable behavior which will undermine trust and respect.
- c. **Social Conduct:** As personnel, you must not sexually abuse subordinates. Amorous relationship with the spouses and dependants of Officers and men in any form are not allowed.
- d. **Cult and secret societies:** All personnel are forbidden from associating with or being members of cult and secret societies.
- e. **Gambling:** It is ungentlemanly for serving personnel to engage in any form of gambling, except those organized by their Commands/ formations at social functions i.e. Tombola night, WASA, Regimental Dinner, etc.
- f. **Drunk and reckless driving:** All personnel either in service or personal vehicles must avoid drunk and reckless driving and driving under the influence of alcohol.
- g. **Smoking:** It is against paramilitary discipline for serving personnel to smoke while on parade ground. They must not smoke with headgear on. While it is permissive to smoke outdoors, it must not be done at formal ceremonies. In public places do not light up without asking other persons present Do you mind if I smoke? FRSC forbids her personnel from smoking in any occasion that is organized by the Corps'. It is indecent for paramilitary personnel to be seen smoking while in uniform on the following occasions;
 - When saluting
 - Moving outside his office
 - Marching with Officers and Marshals
 - On parade ground
 - Acting as a reviewing Officer
 - At the conference or lecture unless permitted to do so by the senior Officers present

- h. Cosmetics and Jewellery:** Gentlemen do not go around highly scented or with powder puff marks on the face, neck, or ears. It is improper for Officers or men to wear beads, bangles or chains while in uniform. When spraying perfume, Officers should not spray it directly on their uniforms to avoid stains.
- i. Use of Language:** Personnel shall not use abusive language on themselves. Mutual respect must exist in all aspect of their relationship.
- j. Respect for ones' and others families:** Personnel are to respect their families. A man or woman should be a partner at home to the wife or husband and not a dictator. There must be mutual respect and concern between and among families. It is unethical to have amorous relationship with wives, husbands, daughters, sons or wards of fellow service personnel. Fighting or any form of violence must be avoided within and outside the family.
- k. Marriage of Officers to Men:** If an Officer and the other rank in service want to be married, either of them must relinquish his or her commission or discharge from the organization before marriage. It is unethical and must never be allowed for Officers to marry other ranks. This is to ensure that decorum and a high level of respect exists within the organization.

7. VESTING DAY PARADE

A military parade is a formation of soldiers whose movement is restricted by close-order manoeuvres known as drilling or marching. The military parade is now almost entirely ceremonial, though soldiers from time immemorial up until the late 19th century fought in formation. Massed parades may also hold a role for propaganda purposes, being used to exhibit the apparent military strength of one's nation.

Military drill is memorizing certain actions through repetition until the action is instinctive to the soldiers being drilled. Complex actions are broken down into simpler ones which can be practiced in isolation so when the whole is put together the desired results are achieved. Such is necessary for a fighting force to perform at maximum efficiency in all manner of situations

7.1 Handing and taking over parade (vesting day)

Handing and taking over parade otherwise known as vesting day parade is conducted to mark the end of the tenure of a Commanding officer in a Command and the commencement of new tenure of Office of the Incoming Commanding Officer to that Command.

7.2 Importance of vesting day parade

- a. The importance of this parade is underscored by the following:
- b. It provides the forum for the outgoing Commander to bid farewell to officers and marshals of the command.
- c. It gives the in-coming officer the opportunity to impress his personality and style of leadership on the officers and Marshals during his introductory address.
- d. It enhances a quick rapport between the in-coming Commanding Officer, and officers and Marshals of the Command.
- e. It enables all staff to understand the style of leadership of the new Commanding Officer and what he intends to achieve during his tenure of office.

7.3 Sequence for Formation of Vesting Day Parade

- a. A parade of not less than two (2) guards forms up at the parade ground.
- b. In this parade, guards are formed due to availability of Staff (Officers and Marshals) in the Command. The composition of each guard is 48 Marshals and 3 Officers (one Guard commander and 2 sub-Guard commanders). The parade usually has guards in even numbers of 2, 4, 6 or 8.
- c. RSM hands over the parade to the parade 2i/c who commands the Officers to fall in.
- d. The guard and sub-guard commanders take their positions in front of the guards and observe their dressing.

- e. The 2i/c hands over the parade to the parade commander and 2i/c marches off and takes his position in guard one.
- f. The parade commander calls the colour party to march in the Colours, the colour party marches in, take their position and observe their dressing in line with the body of the parade.
- g. After this the parade awaits the arrival of the senior Officers of the command who take turn to take salute if need be.
- h. The in-coming Commanding Officer and out-going Commanding officer, who will serve as the special Guest of Honour, may or may not inspect the Quarter Guard before arriving at the parade ground.
- i. The out-going Officer will mount the saluting dais while general salute will be -rendered.
- j. The Out-Going Commanding Officer will inspect the parade and where it can be accommodated, the parade will march past in slow and quick time. Thereafter, they will advance in review order and the out-going Commanding Officer will give his farewell address and thereafter he will retire to take his seat at the VIP stand.
- k. The in-coming Commanding Officer will give his own address mainly on his style of leadership and what he intends to achieve in the command. Immediately after his address, he will retire to the VIP stand.
- l. The "table party" will march in with the table to the front of saluting dais. The out-going and in-coming commanding Officers will sit on the chairs provided at the table and sign the handing and taking over note while the principal Officers of the command witness.
- m. Thereafter, the table party marches in and remove the table from the parade ground.
- n. The flag/colour of the command will be marched to the parade ground, (where the command does not have its own separate colour; the FRSC flag may be used). The Officer carrying the flag will present it to the out-going Commanding Officer who will in turn present it to the in-coming commanding Officer. The handing over of the unit flag presupposes the symbolic change of guard or commandship from the former to the later.
- o. The out-going commanding Officer returns to the saluting dais to receive "THREE HEARTY CHEERS". After this, general salute will be rendered and then the parade commander will march towards him and take permission to carry on with the parade. Then the parade marches out in column of routes.

8. HARMONIZATION AND DIGITALIZATION OF DRIVER'S LICENCES IN NIGERIA

Prior to 5th Feb 90, the driver's licence was a booklet type of about twelve pages issued at different Motor licensing Authorities of the Federation, which was expected to be renewed yearly, or otherwise depending on the states. Each state was expected to maintain a central registry but there was no National database of licensed drivers.

The Corps discovered that the carnage on our highways had its roots in some remote factors like; the training of Drivers, Licensing of Drivers and enforcement of Road Traffic regulations. However, licensing regime were characterized by:

- a. Different types of DLs as the number of states in the Federation.
- b. Irregularity in the data of applicants on DL from state to state.
- c. Inconsistency in data capture format from state to state.
- d. Inability to identify and track traffic offenders
- e. Inability to sanction traffic offenders
- f. Lack of centralized NDL database

8.1 HARMONIZATION

A nationally harmonized and digitalized licensing system was muted in 1989 by the Federal Road Safety Corps, which led to the birth of the first production of National Driver's Licence (NDL) in 1990.

Acknowledgment

It was acknowledged by all the stockholders that the driver's licencing system was not good enough for the country and there was the need to evolve a better system.

Engagement

Stakeholders agreed to anchor the process of producing NDL on a tripartite agreement. This is to include the Federal Road Safety Corps (FRSC), Vehicle Inspection Officers (VIO) and States Board of Internal Revenue (BIR/MVAA) under the auspices of the Joint Tax Board (JTB).

8.2 SHARED RESPONSIBILITIES

- a. Federal Road Safety Corps (FRSC) , responsible for the design and production of NDL.
- b. Vehicle Inspection Officer (VIO), in charge of testing the legibility of potential driver before a NDL is issued.
- c. Board of Internal Revenue (BIR/MVAA) saddle with the responsibility to determine the fees paid for NDL and ensure the distribution of NDL to owners after the production.

8.3 LEGAL FRAMEWORK

The NRTR 2012, Section 42. (a, b, c, & e) empowers the Corps to:

- (a) Establish and maintain a Central Data Bank for vehicles and Drivers for the Federation
- (b) Every motor Licensing Authority in any State of the Federation shall provide to the Commission copies of any records, documents or particulars in respect of vehicles and licensed drivers.
- (c) The Commission shall keep records of all registered vehicles, licensed drivers and transport operators in the Central Data Bank.
- (d) Any record kept in the Central Data Bank may on request be made available by the Commission to the Police or any other authority
- (e) The Central Data Bank shall operate as the National Central Motor Registry and the Corps Marshal shall be the Registrar.

8.4 DIGITALIZATION

Digital technologies are used in the production of NDL to change its business model and provide new values for the NDL

Evolution of Digitalization of NDL in Nigeria

The harmonization and digitalization of NDL scheme commenced on 5th, Feb 1990 with Stand-Alone Computer Machines. (A device that is self-contained, one that does not require any other devices to function).

Only the applicant's Bio-data (Name, date of birth, address etc) were captured on the computer system, while Bio-metrics (Passport, Thumb print and Signature) were manually placed on the Driver's Licence (DL) cards. The DL cards were laminated at the Nigeria MINTS to ensure its authenticity and security.

Before the end of 1992, the Corps acquired a MINI Frame Computer (MV1500) connected to about 37 Desktop computers (each computer represented the states of the federation and FCT) in a Local Area Network to capture Bio-data in the databank and tabletop scanners, scanned applicants Bio-metrics images from the application form into the driver's licence cards before it was laminated at the Nigerian MINTS.

Only the Bio-data were stored in the Databank at this stage and the production of NDL was centralized at Ojodu, Lagos.

Between 1994 and 1995, the Corps decentralized the production of the NDL from one production center in Lagos to three centers one each in Lagos, Kaduna and Enugu to ensure effective service delivery and promote efficiency

The three centers sent weekly data backup in floppy diskettes to the central databank in Lagos.

By 1997, the Corps migrated to the use of Polyvinyl chloride (PVC) card in the production of NDL and was tagged Enhanced National Driver's License (ENDL).

The production of NDL was further decentralized; each state had at least a NDL production outlet known then as Information Processing Centre (IPC).

8.5 Types of NDL in Nigeria (from inception to date)

- a. Booklet Driver's Licence (... - 1990).
 - b. National Driver's Licence (1990 -1997).
 - c. Enhanced National Driver's Licence (1997 - 2005).
 - d. Customised National Driver's Licence (2005 - 2011).
 - e. Upgraded National Driver's Licence (2011 TO DATE).
- Unlike the previous stage, each IPC was equipped with desktop computer, camera, thumbprint pad, signature pad and printer to produce NDL.
 - A weekly backup of both the Bio-data and Bio-metrics were sent to the Central Data Bank (CDB) with the aids of floppy diskette.
 - The out-going commanding Officer returns to the saluting dais to receive "THREE HEARTY CHEERS". After this, general salute will be rendered and then the parade commander will march towards him and take permission to carry on with the parade. Then the parade marches out in column of routes.

8.6 NDLS 2008 REVIEW

FRSC undertook a review of the National Drivers Licence Scheme (NDLS) in 2008. This review covered several key aspects of the NDLS including Information Systems, Processes and People and the Key findings from the review included the following:

- Significant number of drivers' licences existing outside the system
- Possibility of obtaining licences under different identities.
- The out-going commanding Officer returns to the saluting dais to receive "THREE HEARTY CHEERS". After this, general salute will be rendered and then the parade commander will march towards him and take permission to carry on with the parade. Then the parade marches out in column of routes.

To resolve the identified issues with the previous scheme, the following recommendations were put forward to the Corps:

- Implementation of a robust biometric verification system for driver's licence holders
- Adoption of a one-stop-shop where all participating agencies will be co-located

- Accreditation of driving schools
- Accreditation of driving instructors
- Implementation of uniformed testing standards

FRSC proceeded to implement the recommendations from the review of the previous NDL scheme. A new and improved scheme was introduced in 2011 known as the Enhanced National Driver's Licence Scheme (ENDLS). The enhanced NDLS improved on the following functional areas of the previous scheme:

- **IT Systems:** There was an introduction of new IT Systems to support the Drivers Licence process. Some of the systems implemented were;
 - a. Identity Management System (Demographics and Biometric Systems)
 - b. Card Production System (Print factory)
 - c. Drivers Training and Testing System (DSSP)
 - d. Biometric Investigation System
 - e. Inventory Management System
- **Processes:** New and improved processes for application of drivers licence were introduced. The processes covered:
 - a. Drivers Training
 - b. Licence Application.
 - c. Data capture.
 - d. Identity management.
 - e. Licence printing and dispatch.
- **People:** People: Continuous training for FRSC personnel on various aspects of the scheme and systems.

9. UN CONVENTIONS ON ROAD SAFETY

The United Nations Conventions was reawakened as a result of the twelve (12) voluntary Global Performance targets which were developed at an intergovernmental meeting in November 22, 2017.



These voluntary targets which is a response to the need on improving global road was welcomed by the United Nations General Assembly when government delegations met in April 2018 and made resolutions on "Improving global road safety"

Specifically, Target 2 intends to have all countries accede to one or more of the core road safety-related United Nations legal instruments by 2030.

The drive for accession and domestication of the United Nations core road safety-related legal instruments which may be categorized broadly into five groups:

- a. Traffic rules,
- b. Road signs,
- c. Vehicle regulations,
- d. Transport of dangerous goods, and
- e. Professional driver fatigue

Road Traffic Crashes in Nigeria kill an estimated 21 persons out of every 100,000 people, according to WHO estimates.

Together with this, there is an estimated 3% loss of the country's Gross Domestic Product annually.

In an attempt to reverse the above trend, and align with global prescriptions/initiatives, Nigeria became the 78th country to assent to the 'Vienna Convention on Road Signs and Signals' six (6) months after a capacity building national workshop on road safety organized by the Federal Road Safety Corps in November 2017.

At the workshop, UNECE which is the host of the conventions raised awareness of six key UN road safety conventions and Nigeria has acceded to all of them.

These conventions - covering road signs and road markings, road traffic, transport of dangerous goods and vehicle safety - address the major causes of road crashes.

The 2015 Mid-Term Review of the African Road Safety Action Plan ranked Nigeria among the top three best performing countries in Africa on road safety. However, an holistic efforts are urgently needed to save more lives on our roads. The UN Road Safety Conventions therefore offers a concrete contribution in this regard.

These accents helped Nigeria's action on improving its road safety situation, guided by its National Road Safety Strategy.

Nigeria is among few countries in Africa to have assented to the Vienna Convention adopted by the UN General Assembly on November 8th 1968 which became effective on May 21, 1977.

Nigeria is also a member of the Advisory Board of the United Nations Road Safety Trust Fund which is an effort to address the global road safety situation

by bridging the gaps, and mobilization of resources to ensure the effective coordination of action at all levels.

This move by the Corps earned her commendations from the United Nations Secretary-General's Special Envoy for Road Safety, Jean Todt who stated that the Government of Nigeria has reaffirmed its strong commitment to improve road safety while calling on all countries to follow this example.

As host to the United Nations road safety Conventions, UNECE Executive Secretary, Olga Algayerova, welcomes Nigeria's accession to these key agreements and affirms its readiness to support Nigeria for its effective implementation to save lives on our roads.

This landmark in the history of the country and testament of the Government's prioritization of road safety management should inspire other countries especially in the sub-region to join the Conventions and strengthen their efforts. To this end, it is recommended that every member states here present take this opportunity and key to these initiatives.

List and imperatives of the six (6) United Nations road safety Conventions recently accented to by Nigeria.

On 18 October 2018, Nigeria acceded to the following agreements:

- **1968** Convention on Road Traffic (enters into force 18 October 2019);
- **1968** Convention on Road Signs and Signals
- The 1968 Convention provides rules on all aspects of road traffic and safety, and serves as a reference for national legislation. It describes all road user behaviour, drivers' responsibilities and pedestrians' responsibilities; in order to promote safe road user behaviour.

The Convention provides over 250 commonly agreed road signs, signals and road markings. It classifies road signs into three classes (danger warning, regulatory and informative), defines each and describes their physical appearance to ensure visibility and legibility. It focuses on safe infrastructure which contributes to safer mobility.

- **1958** Agreement concerning the Adoption of Harmonized Technical United Nations Regulations for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these United Nations Regulations (enters into force on 17 December 2018);

The agreement provides the legal framework for adopting uniform UN Regulations for all types of wheeled vehicles manufactured, specifically related to safety and

environmental aspects. It covers over 140 UN Regulations (such as **helmets, braking, tires safety belts**). Parts and equipment that have been approved against these high safety requirements carry the E-marking, an important sign for the industry and consumers. It improves safety and environmental performance, facilitates international road traffic and removes technical barriers to international trade. It promotes safe and environmentally friendly vehicles.

- **1997** Agreement concerning the Adoption of Uniform Conditions for Periodical Technical Inspections of Wheeled Vehicles (enters into force 17 December 2018);

The agreement provides the legal framework for the inspection of wheeled vehicles and for the mutual recognition of inspection certificates for cross-border use of road vehicles. Its rules cover environmental behavior and safety of vehicles in use. The agreement promotes keeping vehicles environmentally friendly and safe throughout their lifetime.

- **1998** Agreement concerning the Establishing of Global Technical Regulations for Wheeled Vehicles, Equipment and Parts (enters into force 17 Dec 2018);

The agreement serves as the framework for developing global technical regulations for vehicles on safety and environmental performance, including electronic stability control, pole side impact, and emissions tests among others. New regulations are added as needed to keep up with progress on safety and technology

- **1957** Agreement concerning the International Carriage of Dangerous Goods by Road (ADR) (enters into force 18 Nov 2018).

This agreement and its annexes, which are updated every two years, outline the highest level of safety acceptable to all Contracting Parties for permitting transport of dangerous goods by road on their territories, taking duly into considerations cost/safety benefits. It defines the dangerous goods that may be transported internationally - and the transport conditions - and sets requirements for operations, driver training and vehicle construction. With performance-tested, certified and periodically inspected transport equipment and vehicles, top trained drivers and a well-established efficient system of hazard communication for emergency response, we achieve safer road transport operations.

9.1 Benefits of Road Safety Conventions

- Road Safety Management has emerged as a top development priority for Africa, which has seen the highest rate of road traffic fatalities in the world despite comparatively low levels of motorization.
- Africa, like the rest of the world, is witnessing a road safety crisis. With the highest per capita rate of road fatalities in the world, road deaths in

sub-Saharan Africa are projected to be more than double from 243,000 deaths projected for 2015 to 514,000 by 2030.

- This increase will see road fatalities overtake the number of malaria-related deaths in the region. In fact, while fatalities from both HIV/AIDS and malaria are projected to decline, road fatalities will continue to increase if nothing deliberate is done.
- In order to tackle this menace on our road, the region has the opportunity to learn from other country's experience. Creating or strengthening the capacity of road safety agencies will be an important part of that process. Thus, the recommendation for all to accent to these global conventions.
- Effective implementation of the UN road safety Conventions are a key priority for improving global road safety, particularly in low and middle-income countries, where 90% of road traffic fatalities occur.
- With death toll of 1.35 million people and an estimated \$1.85 trillion economic cost each year, addressing road safety in Africa is vital to global efforts to achieve the ambitious 2030 Agenda for Sustainable Development.
- Moreover, the rapidly growing numbers of vehicles, road users, increased trade, globalization and urbanization, coupled with staggering global road traffic injury rates underline the critical need to actively promote road safety.
- UNECE and the Secretary-General's Special Envoy for Road Safety worked with the Government of Nigeria to promote accession to these Conventions, mobilizing political commitment and supporting the accession process, building knowledge and capacities of government officials.

9.2 How to Become a Contracting Party

- For clarity, there are six priority UN road safety conventions as accented to by Nigeria and these conventions are effective and open to all UN member States which are Contracting Parties.
- Ratification to the treaty is required for signatory but becoming a Contracting Party to a Convention after it has already entered into force requires accession which is a legal document.
- The accent procedure is done by submitting "an instrument of ratification or accession", to the Secretary-General of the United Nations, signed and sent via Permanent Missions to the United Nations in New York to the Secretary-General of the United Nations.
- In practice, the Treaty Section of the Office of Legal Affairs at the United Nations Headquarters (New York) will receive, review, and accept in deposit the instrument of accession.
- The instrument of accession can only be signed by the Head of State, Head of Government or the Minister for Foreign Affairs. Becoming a Contracting Party to these UN road safety Conventions does not involve any financial obligation or fee.

- This, in some cases, means that Parliament has to agree, or that the Constitutional court of the country has to examine the treaty in question and to provide a formal confirmation that the instrument in question does not contradict the Constitution (judicial review).
- a. In other cases, various councils or other institutions within the government have to give their approval before accession can be sent.
- b. Before a Head of State, Head of Government or Minister for Foreign Affairs signs and deposits an instrument of accession with the Secretary-General, domestic constitutional procedures usually have to be followed for a State to make a formal decision to become a Contracting Party to these Conventions.

By experience, it is effective for the national authorities involved to:

- a. Translate the legal instrument into the national language;
- b. Conduct and provide a cost-benefit analysis, outlining the resources (fiscal or human) required for implementation;
- c. Determine a list of any required national legal reforms;
- d. Consult with industry representatives and civil society to ensure full transparency and legal certainty for everyone affected by the new rules.

It is imperative to emphasize here that the UNECE is the host overseeing the UN legal instruments and played critical role in actualizing this feat for Nigeria.

10. THE ROLE OF MASS MEDIA AS A TOOL FOR PUBLIC ENLIGHTENMENT IN FRSC

Mass media is communication that is to a large group, or groups, of people in a short time. This can be written, spoken or broadcast communication. Some of the most popular forms of mass media are newspapers, magazines, radio, advertisements, social media, television, Internet, and films/movies.

Mass communication refers to the technology that is used to communicate to a large group, or groups of people in a short time frame.

10.1 There are four major functions of mass media:

- a. Surveillance.
- b. Correlation.
- c. Cultural transmission.
- d. Simply entertain

Media convergence is known "broadly as the coming together of computing, telecommunications, and media in a digital environment.

10.2 There are three major categories for media convergence.

- a. Technological convergence
- b. Economic convergence
- c. Cultural convergence

The Corps being an ISO Certified Organization has deemed it fit that efficient service delivery to her customers/public using the QMS Standard can never be vibrant without the use of the Mass Media.

In achieving her mandate, the Corps has resorted to the use of various mass media mediums including Telephones, which her Toll free emergency numbers can be reached by dialing 122, 0700-2255-3772 (07000-CALL-FRSC) while by text message, the number is 0700-7690362. This is to ensure prompt and efficient rescue services in terms of crash or obstructions that could lead to crash.

The use of Radio, Television, and Public Address System in passing across safety messages and awareness can never be over emphasized. The use of Jingles, Safety tele-adverts, interviews, rallies, etc. have made FRSC gotten wider coverage and attention because these means of communication go a long way to every nook and cranny in communicating her customers/public.

The Print Media is not left out as safety messages are passed through the Newspaper, Magazines, Journals, Books, Fliers, etc. The Print Media plays an important role as it complements the Electronic/IT Platforms.

11. MENTORSHIP IN FRSC

Mentorship is a professional relationship established between two people, where a **more experienced** person guides **less experienced person** through the subject where professional development is desired.

It is a mutually beneficial relationship with intents for replication of ideals and qualities.

11.1 DERIVATIVES OF MENTORSHIP

Mentorship provides the following:

- a. Couching.
- b. Motivation.
- c. Advice.
- d. Success.
- e. Training.
- f. Direction.
- g. Support.
- i. Goal.

11.2 THE MENTORSHIP CHAIN

Mentorship usually involves a **Mentor** and a **Mentee**. The *Mentee* is drawn and inspired by the qualities and traits exhibited by the *Mentor* in virtually every aspect of life. A mentor's position, relative to the mentee, is typically superior in status and power, although some mentors may be peers and others may even be subordinate to the mentee.

Mentors who have professional roles that are superior to the mentee can have power to affect the mentee's career development. They may be in positions of authority to evaluate the career progress of the mentee or to provide resources and experiences that enhance the mentee's development. These mentors also can use their power indirectly, by influencing people who are directly responsible for the mentee.

True Mentorship: Is mutually beneficial between the *Mentor* and *Mentee*.

Bad Mentorship: Brings about mutual Distrust between the *Mentor* and *Mentee*.

11.3 TYPES OF MENTORSHIP

- a. **Formal Mentoring:** Formal mentoring relationships develop within organizational structures that are specifically designed to facilitate the creation and maintenance of such relationships

- b. **Informal Mentoring:** Informal mentoring relationships develop spontaneously and are not managed or specifically recognized as a mentoring relationship within a larger organization. A mentor reaches out to a mentee (or vice versa) and a relationship develops which benefits the mentee's professional development

11.4 ROLES AND CHARACTERISTICS OF MENTORS

- a. Acts as an experienced role model.
- b. Provides acceptance, encouragement, and moral support.
- c. Provides wisdom, advice, counsel, coaching.
- d. Acts as a sponsor in professional organizations, supports networking efforts.
- e. Assists with the navigation of professional setting, institutions, structures, and politics.
- f. Facilitates professional development.
- g. Challenges and encourages appropriately to facilitate growth.
- h. Provides nourishment, caring, and protection.
- i. Integrates professional support with other areas such as faith, family, and community
- j. Accepts assistance from mentee in mentor's professional.
- k. responsibilities within appropriate limits.
- l. Enjoys the opportunity to pass on their wisdom and knowledge.
- m. and collaboration with early career professionals.

11.5 WHAT MENTEES NEED FROM A MENTOR

- a. Guidance in a general or specific professional area.
- b. Series of questions or issues.
- c. Broad career development.
- d. Early career development.
- e. Ethical and moral guidance.
- f. Assistance in navigating professional settings, institutions, structures, and politics.
- g. Professional identity development guidance.

11.6 STRATEGIES FOR EFFECTIVE MENTORING IN FRSC

- a. **Positive Attitude:** Encourage the Mentees to approach life and goals with enthusiasm and to be accepting of self and others.
- b. **Valuing:** Encourage the Mentees to examine beliefs and ideals in an effort to establish personal values and goals.
- c. **Open-Mindedness:** Encourage the Mentees to keep an open mind to ideas.

- d. **Interrelations:** Make the interactions between mentor and Mentee situations of sharing, caring, and empathizing.
- e. **Creative Problem-Solving:** Encourage the Mentees to use a creative problem-solving process.
- f. **Effective Communication:**
- g. Encourage the Mentees to be an attentive listener and an assertive questioner.
- h. **Discovery:** Encourage the Mentees to be an independent (**Critical**) thinker.
- i. **Strengths and Uniqueness:** Encourage the Mentee to recognize individual strengths and uniqueness and to build on them.
- j. **Confidence:** Assist the Mentee in developing self-confidence.
- k. **Awareness:** Stress that an individual be aware of the environment, be intuitive, be problem sensitive, and be ready to make the most of opportunities.
- l. **Risk-Taking:** Must be able to take reasonable risk on matters that can advance his/her interest of pursuit no matter the circumstances.
- m. **Flexibility:** Share with Mentees the importance of being flexible and adaptable in attitudes and action, looking for alternatives, and seeing situations/persons from different perspectives.

In conclusion, it is important for us to know and note that MENTORSHIP cannot be forced on any MENTEE. It is a natural flow of goodly and enviable qualities that followers see in their leaders that make them yearn for. Hence, let us make ourselves ROLE MODELS for mentorship to thrive in the Corps.

12. OVERVIEW OF FRSC IT PLATFORMS

THE LIST OF FRSC e-APPLICATIONS

S/N	APPLICATION	URL - ADDRESS
1	FRSC official website	https://frsc.gov.ng
2	National Vehicle Identification Scheme (NVIS)	https://nvis.frsc.gov.ng
3	Nigeria Driver's Licence (NDL) website	https://nigeriadriverslicence.org
4	Foreign Driver's Licence	http://foreigndriverslicence.frsc.gov.ng
5	Unified Field Operations System	https://fieldops.frsc.gov.ng https://fieldopsmobile.frsc.gov.ng (Android version)
6	Speed Limiting Device Management System	https://speedlimiter.frsc.gov.ng
7	Road Transport Safety Standardisation Scheme (RTSSS)	https://rtsss.frsc.gov.ng
8	Driving School Standardisation Programme (DSSP)	https://dssp.frsc.gov.ng
9	Duty Room Information Management System	http://ops1.frsc.gov.ng
10	Annual Performance Evaluation Reports System	https://apers.frsc.gov.ng
11	FRSC Academy	https://academy.frsc.gov.ng
12	FRSC Signage	https://signage.frsc.gov.ng
13	FileMailTracker	https://fmt.frsc.gov.ng
14	FRSC Stakeholders and Partnership Portal	http://stakeholders.frsc.gov.ng
15	FRSC Dashboard	https://intranet.frsc.gov.ng
16	Post Service Scheme (PSS)	http://pss.frsc.gov.ng

13. PUBLIC MEDIA RELATIONS (PR)

Public Relation is the planned and sustained effort to establish and maintain understanding between an organization and the public.

13.1 FUNCTIONS AND OBJECTIVES OF PR

- To inform the public about the organization's objectives.
- Interact with various government and non-governmental departments for smooth running of the agency.
- To build and sustain a healthy image in the minds of the masses.
- To manage crisis situations.
- Maintain good media relations.
- To use various PR tools to achieve the goals Maintain the prestige of a favourable image
- promote the product and service
- Maintain goodwill among the corps, the public and other stake holders.
- Educate the public on the use of the product and service.
- Investigate the attitude of various groups towards the policies, etc.

13.2 ACTIVITIES OF PR AND SOME TARGET AUDIENCE

- Monitor the media daily to identify and differentiate geniality from prejudice.
- Develop your speaking ability and make friendship (at least three people a day).
- Observe the PR activities in your agency and prepare a list for follow-up.

13.3 TARGET AUDIENCE

- The community
- Opinion leaders
- The media
- The employees
- The suppliers
- The customer (users of product)
- Financial contacts, eg, bankers, stake holders, etc.

13.4 CHALLENGES AGAINST THE FRSC CORPORATE IMAGE

- Tendency to resist change.
- Inadequate fund.
- Sabotage.

- Inconsistent policies.
- Lack of good communication skills

13.5 WAY FORWARD

- Corporate social responsibility (CSR).
- Effective interaction with public.
- Maintain a dynamic website containing news on achievement of the Corps.
- Insist on standard and excellence in product quality and service delivery.
- Improve your knowledge of speech situations.

13.6 KEY PUBLIC RELATIONS TOOLS

- Media relations
- Media tours
- Newsletters
- Special events
- Speaking engagements
- Sponsorships
- Employee relations
- Community relations and philanthropy

13.7 FRSC OFFICERS AS PR PRACTITIONERS

- Counsel management based on the understanding of human behaviour
- Analyze the trend of affairs and predict consequences
- Research into public attitude and expectations
- Establish and maintain communication on truth and full information
- Counsel management based on the understanding of human behaviour
- Analyze the trend of affairs and predict consequences
- Research into public attitude and expectations
- Establish and maintain communication on truth and full information

13.8 FIVE BASIC PRINCIPLES OF GOOD MEDIA RELATIONS

- Know your client and their business.
- Know your media contacts and their needs.
- Know your target audience and their interests.
- Know your purpose and desired result.
- Know your pitch and respect if it won't work.

13.9 THREE TYPES OF IMAGE

- Wish image.
- Mirror image.

- Current or corporate image.

13.10 MANAGING FRSC's CORPORATE IMAGE

- The FRSC as a traffic law enforcement agency needs to enlighten the public on its mandate and on the consequences of RTCs
- This is achieved through engaging the use of the media e.g the radio, television, newspapers, road shows, motor park rallies, conferences, workshops and even worship centers
- There is a PR/PE Unit saddled with these responsibilities
- An average staff of FRSC is also considered as PR man for FRSC The FRSC as a traffic law enforcement agency needs to enlighten the public on its mandate and on the consequences of RTCs
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- An average staff of FRSC is also considered as PR man for FRSC

13.11 COMMON PRESS INFORMATION

- The number of death and injuries during a road crash
- The number of crashes in an environment over a period of time
- The identities of crash victims
- The ownership of the vehicles involved in road crashes etc

13.12 NON-CLASSIFIED INFORMATION

- Information from FRSC official website or official documents available to the public are not considered as classified information and can be released to members of the public who may need them.
- For instance, information about the duties of the Corps, the law establishing the Corps, or information contained in the Highway Code, the FRSC Establishment Act and the National Road Traffic Regulation are not classified information and can be released to members of the public.

14. HUMAN RESOURCE MANAGEMENT

If you are planning for one year, plant rice; if you are planning for ten years, plant fruit- trees; but if you are planning for a hundred years, plant men. -Chinese Proverb.

14.1 WHAT IS HUMAN RESOURCE MANAGEMENT?

Human Resource Management (HRM) is the design of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish organizational goals. HRM is also seen as the set of organizational activities directed at attracting, developing, and maintaining an effective workforce.

14.2 THE IMPORTANCE OF HUMAN RESOURCE MANAGEMENT

Why is human resource management important to all managers? It is easier to answer this question by listing some of what a manager would want while managing. For example, he would want to:

- a. Hire the right person for the job.
- b. Experience a low turnover.
- c. Find his people doing their best.
- d. Save time.
- e. Reduce the incidence of litigation because of discriminatory actions.
- f. Have the company cited under federal laws for safe practices.
- g. Have the employees think their salaries are fair and equitable relative to others' salaries in the organization.
- h. Allow training to enhance the department's effectiveness.
- i. Fair labour practices.
- j. Secure competitive advantage

14.3 HUMAN RESOURCE MANAGEMENT POLICIES: BASIS AND PRINCIPLES

Contemporary scholars interested in HR management base their principles of policies on the teachings of the human relations school as follows:

- a. All employees should be treated with justice.
- b. The needs of employees must be recognized, particularly their desires for job satisfaction, for knowledge of what is going on within the organization,
- c. A business will function better democratically

14.4 THE GOALS OF HUMAN RESOURCE MANAGEMENT

The goals of HR management are to develop the workers in the organization to contribute to goal achievement in the organization by management for improved:

- a. *productivity,*
- b. *Quality, and*
- c. *Service.*

14.5 THE ROLE OF HUMAN RESOURCE MANAGEMENT (HRM)

- a. Strategic Role
- b. Operational Role

PERSONNEL MANAGEMENT AND (HRM): A GRAPHIC COMPARISON

Personnel Management	HR Management
Personnel activity in the organization is marginalized and not seen as central to the corporate plan	HR activity in the organization fundamentally linked to the corporate plan
Few personnel directors on the board	An HR director is essential on the board
Personnel as a mediating role between management and the workforce	HR management as a central management role
Emphasis on written rules and procedures	Flexibility more important than systems
Collective rewards and benefits	Individual rewards and benefits
Tightly defined jobs	Loosely defined jobs
Conflict built into the system by collective bargaining and negotiation	Conflict minimized through consultation and participation
A command and control management hierarchy	A team-based management system

14.6 HUMAN RESOURCE MANAGEMENT FUNCTIONS AND THE ENVIRONMENT

The activities and Functions are:

- HR planning and analysis
- Equal employment opportunity
- Staffing
- HR development
- Compensation and benefits
- Employee and labour/management relations

a. Human Resource Management

Staff development is the process whereby an employee is enabled to grow in the job, through the acquisition of wide experience, breadth and increasing confidence resulting from the exercise of varied and tested responsibilities, the aim being to enable him to reach the top or achieve his best in his profession of employment.

Activities related to human resource development are as follows:

- Orientation
- Training
- Employee Development
- Career planning
- Performance appraisal

b. Human Resource Development System

Human Resources Development System is:

- A set of integrated processes for ensuring the ongoing development of highly productive, dedicated and motivated employees
- Aligned with business strategies.
- Designed to facilitate achievement of desired & organizational goals.

14.7 THE STRATEGIC CHALLENGES OF HUMAN RESOURCE MANAGEMENT IN NIGERIA

- a. Changes in the Economy
- b. Influence of Technology
- c. Challenges of Workplace Diversity
- d. Chain of Command
- e. Organisational Changes
- f. Market Dynamics
- g. Globalization, Outsourcing, and Offshoring

14.8 THE CHANGING ROLE OF HUMAN RESOURCE MANAGEMENT

Human Resource Managers perform the following new roles:

- a. As a Strategic Partner
- b. As an Employee Advocate
- c. As a Change Agent
- d. As an administrative expert

14.9 MOVING FORWARD

Contemporary Human Resource Managers mind the following in order to move forward.

- a. Encouraging reputation management and corporate ethics
- b. Utilizing the advantages of diversity of workforce
- c. Embolden control and result measurement
- d. Enhancing flexibility and creativity

Other Options

Human resource managers should also consider these salient options:

- a. Use workforce skills and abilities in order to exploit environmental opportunities and neutralize threats.
- b. Employ innovative reward plans that recognize employee contributions and grant enhancements.
- c. Indulge in continuous quality improvement through TQM and HR contributions like training, development, counseling, etc.
- d. Utilize people with distinctive capabilities to create unsurpassed competence in an area.
- e. Decentralize operations and rely on self-managed teams to deliver goods in difficult times

In conclusion, the role of human resource management in recent times has witnessed so many changes. This is as a result of so many issues and challenges being faced by human resource managers in contemporary organizations. The economic situation which has led to the withdrawal of some employees and the effects of political instability all contribute to this changing role. Human resource managers can overcome these challenges if they are more proactive are given favourable consideration and if HRM is accorded its right place in organizations in Nigeria.