

2022

COMPENDIUM

FOR

RCs

1. HIGHWAY CODE LITERACY

1.1 SPEED LIMITS

Speed limit is a maximum speed a category of vehicle can travel on a road under ideal condition. All categories of vehicles have specific speed limits as shown in the table below:

TYPES OF VEHICLE	URBAN AREA	HIGHWAY	EXPRESSWAY
MOTORCYCLES	50	50	
PRIVATE CARS	50	80	100
TAXIS/BUSES	50	80	90
TANKER/TRACTORS	45	50	60
TOW VEHICLE	45	45	45
WHILE TOWING	50	60	70

1.2 DRIVING UNDER SPECIAL CONDITIONS

Driving under special conditions involves driving under unusual or emergency situations. This requires extra care, concentration, discipline and consideration. Special driving conditions include the following:

i. Night Time Driving

Night driving is two to three times more dangerous than day time driving due to poor visibility hence, extra care is required. The following measures are recommended:

- Lower the beams of headlamps for both oncoming vehicles and the ones in front.
- Reduce speed and lower beam in foggy weather.
- Use high-beam when it is safe to do so, especially when there is no approaching vehicle.
- Avoid looking directly into the lights of oncoming vehicles, watch the right-hand edge of the road.
- Keep headlamps properly adjusted/focused.
- f Keep wind screen clean. Slow down when facing glare from oncoming headlights.

ii. Driving in the Rain

Rain reduces visibility. Also, grip of a tyre (traction) reduces as the road becomes wet and slippery. While driving in the rain, stopping distance may become four or more times longer as on dry road. Consider the following:

- a. Reduce speed to enhance firm control.
- b. Drive in track of other vehicles ahead. Increase following distance.
- c. Ensure that headlamps are on so as to see and be seen by others.
- d. Use wipers to clean windscreen and heater or air conditioner to remove mist.

iii. Driving in Fog or Smoke

Fog or smoke reduces visibility. The following precautions are recommended:

- a. Slowdown.
- b. Turn on low beam headlamps.
- c. Be prepared to stop at very short notice.
- d. If too dense, pull off the road as soon as it is safe to do so.
- e. Turn on the hazard lights.

iv. Driving Under Sun Glare

Strong sun glare at sunrise and sunset may interfere with your vision. Sun glare is worse on cracked or dirty windscreen.

- a. Make use of sun visors or sunglasses, if necessary.
- b. Reduce speed for better vision and reaction.

v. Driving While Approaching a Hill

Motorists experience limited vision as they approach the crest of a hill. The steeper the gradient of a hill, the less the visibility ahead. Choose appropriate speed and position that will best enable prompt response to hazards.

vi. Driving While Approaching Blind Turns

Drive cautiously on blind turns as vision along the path of travel may be blocked by shrubs and other objects.

vii. Driving on a Busy Road

High vehicular density, pedestrian traffic and limited space for maneuver make driving on busy streets challenging. Frequent intersections, traffic lights and road signs interrupt traffic flow.

- a. Be alert to pedestrians stepping into traffic even if illegally.
- b. Regulate speed especially when behind taxis and cyclists.
- c. Be careful to obey speed limits even when traffic is light.

viii. Driving in Slow Traffic

In slow moving traffic, especially on single carriage roads, motorists may find themselves stuck behind slow moving vehicles such as tractors, heavy-duty trucks and articulated vehicles.

- a. Safely pass if the vehicle ahead pulls over. Do not get too close to the vehicle ahead before overtaking.
- b. Where the vehicle ahead does not pull over, answer the following questions before overtaking:
 - i. Is it legal to overtake?
 - ii. Is it safe?
 - iii. Is it necessary?

ix. Animals in Traffic

Presence of animals such as herds of cows or other stray animals on the road may create "unexpected" hazards which require quick decision on safe evasive actions.

- a. Make sound judgment in stopping or making other maneuvers.
- b. Be sure vehicles behind will be able to stop without crashing.
- c. Never swerve into oncoming vehicle lane or switch lane without considering inherent dangers.

x. Driving in Unfamiliar or on Bad Roads

Every driver must be extra careful when driving on an unfamiliar or bad roads. Potholes, uneven road surface, gradients and curves on unfamiliar roads can be hazardous.

- a. Reduce speed before entering a curve.
- b. Be alert to road signs forewarning of dangerous road conditions.
- c. Obey posted speed limits.
- d. Adopt common sense speed limit especially when entering and leaving built-up areas.

xi. Convoy Driving

This is driving in a company of two or more vehicles from same starting point, maintaining same speed and heading for the same destination. It is a highly demanding exercise requiring experience and discipline. Irrespective of mission or type, convoy operators are also expected to obey basic road safety rules.

- a. Obey recommended speed limits.
- b. Keep safe distance (following distance) from the vehicle ahead.
- c. Communication via radio frequency must be short and fast.
- d. Do not constitute hazard to other road users or chase them off the road.

- e. Convoy driving should not be an excuse for road rage and aggressive driving.
- f. Avoid tailgating.
- g. Be attentive and alert at all times.
- h. In busy towns, slow down, close up the convoy to reduce the length and enable other road users get through.
- i. Convoy drivers are not exempted from obeying road traffic rules and regulations.

Always pay extra attention in built up areas or when driving under special conditions.

1.3 CAUSES OF RTC

After several researches, causes of road traffic crashes have been grouped into three according to the causative factors. These factors are:

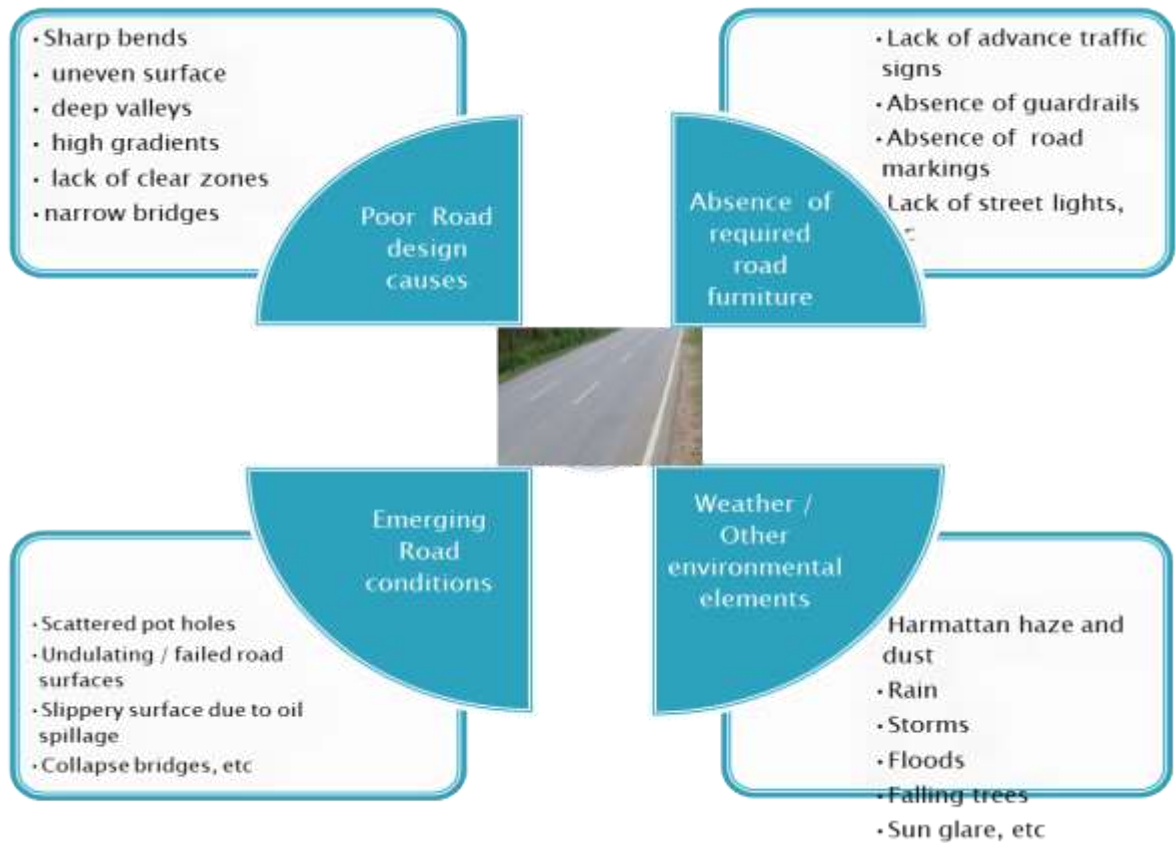
- ❖ Human factor
- ❖ Mechanical factor
- ❖ Environmental factor

a. **Human Factor** - Human factor contributes to about 90% of the road crashes. Drivers alone contribute about 80% to the crashes. Some of the specific causes are, overconfidence, speed, lack of concentration, tiredness, driving under the influence of drugs or alcohol, poor vehicle care, indiscriminate parking, wrong or dangerous overtaking, passengers distraction, and pedestrian behavior.

b. **Mechanical Factor** - Mechanical factor has been known to contribute in about 10% of the crashes on our roads. Crashes due to this factor have the following as some of the causes:

- ❖ Malfunctioning of engine
- ❖ Poor steering mechanism
- ❖ Tyre burst
- ❖ Brake failure

c. **Environmental Factors** - Environmental factor refers to road elements including weather that contributes to crashes.



1.4 DEFENSIVE DRIVING TECHNIQUES

Defensive Driving is driving in a manner that utilizes safe driving skills to scan, identify, predict and avoid potential hazards. A defensive driver is one who deploys defensive driving skills to ensure his safety and other road users.

Qualities of a Defensive Driver

- a. Always anticipate the action of other road users.
- b. Adequate understanding of the Highway Code and obedience to traffic laws and regulations.
- c. Makes allowance for personal deficiencies and other road users' lack of skills and knowledge".
- d. Be ready to give concessions and yield right of way to avoid collision.
- e. Quickly understand and adapt to road conditions.
- f. Always be patient while driving.

Important Reminders for Defensive Drivers

- a. Road Traffic crashes are not accident, they are caused
- b. Other road users may lack skills, adequate knowledge of traffic laws and regulations. Be careful.

1.5 REQUIREMENTS FOR TOURISTS IN NIGERIA

A Tourist is a person travelling or visiting a place for pleasure. When visiting Nigeria, ensure the following:

- a. Get a road map and be familiar with the road network
- b. Show evidence that you are permitted to use the vehicle temporarily in Nigeria
- c. Show evidence of your permit to stay in Nigeria
- d. Ensure that the vehicle is road worthy and has the following:
 - i. Vehicle Licence
 - ii. Vehicle Inspection Certificate
 - iii. Proof of Ownership Certificate
 - iv. Road Worthiness Certificate
 - v. Road Worthiness Validity Tag
 - vi. National Vehicle Identification tag and;
 - vii. Insurance Certificate
 - viii. Any other relevant vehicle documents
- e. That such a vehicle carries the number plate of the country of its origin affixed at the appropriate spaces at the front and rear of the vehicle
- f. Seek to obtain permit drive in Nigeria within 15 days

- g. Within 30 days of your stay, obtain the National Driver's Licence for the category of your vehicle
- h. Within 90 days of your stay in Nigeria, change the number plate to Nigeria number plate
- i. That you have the Country's International Driving Permit in addition to your country's driver's licence
- j. If you are representing your company/organization, ensure you have the details of your country's embassy or consulate and any agent your company/organization has in Nigeria. This could be useful to you in case of emergencies.
- k. Drive carefully and obey all rules and regulations.

1.6 SERVICES FOR THE PHYSICALLY CHALLENGED

- Road users who require special consideration as regards applications for drivers licence or testing must notify appropriate authorities of their challenges.
- A qualified medical doctor must certify the extent of challenge(s) and capability of the applicant to drive.
- They are to ensure reconstruction of the vehicle to suit their conditions, if necessary.
- They are to obtain appropriate physically challenged person identification stickers from the FRSC or VIO and affixed conspicuously on the front and rear wind screen vehicle.

2. 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.

2.1 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 subordinates 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.
- viii. Conceptual Skills - Ability to think and conceptualize abstract and complex issues.
- ix. Facilitation Skills - Presentation, coaching, engagement skills and processes for maximizing a group's discussion outcome.
- x. Accounting Skills - Recording, reporting and analyzing financial transaction.
- xi. 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 skills through both formal and informal means.
- x. Verbal Communication - Speaks good English; provides information clearly and logically.

2.2 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.

2.3 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**

3. CONFLICT 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.

3.1 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

3.2 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

3.3 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

3.4 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. CRASH SCENE MANAGEMENT AND CASUALTY EVACUATION

First aid is the emergency care given to an injured or sick person. In an emergency situation, a bystander knowing first aid could save someone's life.

4.1 CASUALTY HANDLING

The "ABCs" of first aid is a helpful way to easily understand and remember how to approach an emergency situation and what to check for.

a. Airways

- Tilt the head back to open the airway.
- If anything is blocking it use a spatula to scoop it out.
- Then turn the victim onto his side into recovery position.
- This is done by folding one of his hands on the chest and spreading the other while the victim is gently rolled to side.

b. Breathing

- Watch or feel his lower chest to see if it is moving up and down.
- You can check by putting your ear close to his face, so that you can feel or listen to find out if there is air coming out of his mouth.
- If his is not breathing, give artificial respiration. The aim is to work on the heart when it stops working.
- Mouth-To-Mouth insufflations and cardiac massage.
- After every third artificial respiration, the first aider places his two palms on each other and locks them,
- Then places them on the sternum bone of victim, depresses the sternum five (5) times.
- The process is repeated until the victim is resuscitated.

c. Circulation (Blood)

- Check if there is a pulse.
- You may check this by feeling the pulse near the neck or on the wrist.
- If you can feel the pulse count the number of pulse for one minute and report any change the doctor when he arrives.
- Get medical aid immediately.

Variations on the ABC Guidelines

There are multiple variations of the "ABCs" of first aid, but they all essentially represent the same basic concepts.

Some places advocate for the acronym **DRSABCD** (like "Doctor's ABCD") for:

Danger: Check the scene and the person for any possible dangers to you or them.

Response: See if they are awake, can move or react, and if they can answer questions.

Send for help: Call 122 or 112 National emergency services.

Airway: Make sure their airway is open and clear.

Breathing: Check if they are breathing or to what degree they are struggling to breathe.

Cardiopulmonary resuscitation (CPR): If you know how to do so properly, perform CPR.

Defibrillation: If you have a portable defibrillator, follow the instructions and use it on the person.

Most importantly, in any emergency situation, try to stay calm and approach the problem with care. Assess the situation as best you can and call for help. Follow the instructions of the dispatcher or emergency personnel.

4.2 RESCUE PROCEDURES

Understand the environment to get necessary information about carrying out the rescue:

- Know the location of the mis-happening
- Mobilize personnel for movement
- Get services ready i.e able mobility to carry the victim
- Get and take investment equipment required to rescue
- Alert relevant agencies, which might give needed support i.e, fire services, etc.
- Move to the accident scene using authority devices to clear the way of traffic congestion where necessary

At the accident scene one must

- Observe the general terrain of the accident
- Ensure safety of rescue team by placing reflective warning signs at least 100 meters away
- Ensure high visibility of rescuer by wearing reflective jackets
- Ensure that traffic is properly controlled and make use of communication to your advantage
- Stop vehicles and divert traffic as the situation may demand i.e if the accident involves blocking the road.
- Do not allow crowding of accident scene by sympathizers.
- Identify accident victims by priority or severity of injuries
- Move victims in critical stage to hospital without delay
- Give first aids to victims with injuries of less severity. Dead bodies are moved last.

- Always move your victims to the nearest hospital or health center (mostly General Hospital).
- Retrieve safe property, enter in the format and report at base for further identification of owner and relatives.

4.3 RESCUE MATERIALS AND EQUIPMENT

Typically, when you think "emergency rescue", first responders like firefighters, police and EMS professionals are who come to mind. While yes, it's true that search and rescue is part of their jobs, anyone can be involved in an emergency situation where someone needs rescued or helped. For example, if you are in a car accident you may need to get yourself and others to safety; or, if you witness a sports accident or child injury at the park, you may need to offer first aid.

Whether it's for your career or not, rescue preparedness is good to know. We've put together a list of recommended items to have on hand for both the rookie rescuers and the professionals.

Rescue materials and equipment

Think of Emergency Rescue Equipment as equipment that has the sole purpose of treating or preventing injury. Regardless of the environment or location, here are the must-have items for successful RTC rescue operations:

- First Aid Kits
- Knife/Scissors
- Stretcher
- Blanket
- Gloves
- Splint
- Reflective caution signs and Flare
- Fire extinguisher
- Torchlight with spare batteries
- Body bags
- Fire-man Axe
- Matchets
- Reflective tape/Cones
- Reflective Jackets
- Cervical Collar
- Extricating machine

4.4 Extrication Techniques

Extrication is the process of removing a vehicle from around a person who has been involved in a crash when conventional means of exit are impossible or inadvisable.

The following are the techniques required to carry out a successful extrication:

- a. Stabilize the vehicle where it lies as movement may exacerbate injury.
- b. Make the vehicle safe: switch off the ignition, immobilize the battery, and swill away any petrol.
- c. Identify the time-critical victims
- d. Read the wreckage
- e. Try the easiest way into the vehicle first.
- f. Remove the wreckage from the casualty and not the casualty from the wreckage
- g. Do not move from one entrapment situation into another

5. 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

5.1 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

5.2 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.

5.3 TYPES OF COURSES

- a. Short- Duration courses
- b. Part-time courses
- c. Foreign courses
- d. 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.

5.4 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

5.5 EDUCATIONAL SPONSORSHIP IN FRSC

TYPES OF SPONSORSHIP

- a. Full Sponsorship
- b. Partial Sponsorship
- c. Study Leave Without Pay

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.

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.

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.

6. FRSC STAFF WRITING

Staff writing is a standardized way of communication. Even though it is peculiar to every organization, it must also meet the basic minimum of internationally accepted standard. A standardized writing method becomes necessary in order to communicate logically, concisely, accurately and so on.

The Federal Road Safety Corps has developed a standardized writing manual to guide its communication within the organization and outside the Organization. This is aimed at reducing the official time in coping with extracting information from diverse writing methods

6.1 TYPES OF WRITING

Operational writing: abbreviation can be used here i.e. Part I and II order, signal, memo
Non-operational writing: others write where use of abbreviation is restricted.

6.2 CHARACTERISTICS OF WRITING

- a. Accuracy
- b. Brevity
- c. Clarity
- d. Relevance
- e. logical

6.3 BASIC RULES AND CONVENTIONS

- a. **Parts of document:**
 - i. Superscript -before text
 - ii. Text
 - iii. Subscript
- b. **Heading- used to logically break lengthy text**
 - i. Subheading
 - ii. Main heading (centrally placed, cap, underlined)
 - iii. Group heading -to demarcate paragraph and subparagraph.
- c. **Annexure** are supplementary document that amplify text and are referred to at the end of document
- d. **Appendix** are supplementary document that amplify annexure
- e. **Enclosures** - is a complete document attached to the presentation
- f. **Distribution** - is placed immediately after the signature block. This address is arranged in the following order.
 - i. External action
 - ii. External info
 - iii. Internal action
 - iv. Internal info

- g. **Signature**- initial and name of signatory in block capital
- h. **Dating**- day, month year- i.e. 9 April 2013 or 9 Apr 13
- i. **Document clarification**- i.e. Top secret (Policy), Secret (Plans) and Confidential
(Technical report), Restricted (Manuals)
- j. **Precedence**- immediate (urgent), priority (important).

6.4 FRSC CORRESPONDENCE

- ▶ Types of correspondence-
 1. Direct (from HQ to field officer)
 2. Routine (HQ to field commands)
 3. Routine to external organization (HQ to stakeholders)
 4. Formal (HQ to dept. in HQ on a program)
 5. Demi-official (HQ to individual staff)

All letters take the form earlier shown except internal memo.

6.5 FILES AND DOCUMENTS

A file store can present the whole history of one aspect of a subject under cover in chronological order of reference.

Documents include notes, letters, drawings, carbons or bonus, files photograph, slides, etc.

6.6 FILING SYSTEM AND SECURITY OF DOCUMENTS

- ▶ File numbers and titles are allocated by the registry from a filing index based on a chosen theme.
- ▶ A new file (vol. 2) is opened when original has up to 100 enclosures
- ▶ T file is opened to pass document internally
- ▶ If content of a file is transferred to a clear file the back front page of old file is attached.
- ▶ Closing of file- an officer completes a file disposal form and places it in the file as the top enclosure and the registry takes action by choosing it.
- ▶ Document security- on 'need to know' basis irrespective of rank and appointment. This Include security during production and transmission, copying and reproduction.
- ▶ Filing system
- ▶ Blocked system: (subject heading i.e. promotion, discipline etc.)

- ▶ G, A or Q system consider hierarchy (i.e. HQ, Zone, Sector, Unit) or importance.
- ▶ Alphabet system- simply uses A to Z to number the files.

6.7 STANDARD PAPERS

- ▶ Paper writing is one of staff officers work. It presents, past, current or future fact, opinion, argument and recommendation etc.
- ▶ It's usually consist of superscript, subscript and the body.
- ▶ The body consist of introduction, Aim, Objective, Content, Recommendation and or conclusion, Annex,, reference or bibliography
- ▶ Introduction - This gives reason why the paper was written, background, underpinning or understanding, scope and purpose. But it should be brief, a gist of aim, objective and conclusion.
- ▶ It is to have one aim that simply summarize the essence of the whole paper
- ▶ Discussion- presents the argument in a direct, concise, logical and convincing manner. The style varies in writing, it could be very argumentative, use of subheading, cause and effect, criteria establishment etc.
 - ▶ Recommendation and conclusion

6.8 CONFERENCE, MEETING AND MINUTES

- a. Duty of secretaries- record proceeding i.e manual or electronic
- b. Duties of a chairman include:
 - i. planning and convening meeting.
 - ii. Meeting control and direction.
 - iii. Supervision of production and distribution of accurate record of proceeding.
 - iv. Vet and operate agenda of meetings
 - v. Start meetings
 - vi. Introduce members.
 - vii. State aim
 - viii. Introduce items.
 - ix. Appoint and guide discussants.
 - x. Summarize discussion.
 - xi. Take discussion
 - xii. Allocate actions

6.9 BRIEF

This is a short accurate info posed to subordinate. It saves time and discuss the matter properly. It can be oral or written i.e.

- ▶ Brief for ZCO RS2.21
- ▶ Use of Siren

6.10 TYPES OF BRIEF

- a. Decision brief- summary of completed document
- b. Information brief- on current problem or situation
- c. Meeting brief- to make superiors familiarize with the agenda
- d. Personality brief- details of visitors and their mission
- e. Visiting brief- question likely to be encountered if a superior is travelling

7. CRASH INVESTIGATION

Crash investigation is an important element in the entire incident management process at a crash scene. It is an effort to determine how the crash occurred. Investigation is required to document the cause and description of traffic crashes.

Information that is collected during a crash investigation which is similar, can be used by traffic engineers to support safety improvement in crash prone areas. The information may also be used by insurance companies to provide information for litigation purpose.

After a crash has occurred, law enforcement officers (Police, FRSC and VIO) with their unique report form are required to complete a crash report form. The purpose of this procedure is to collect information regarding the nature and cause of crash, thus the Concept and Conduct of Crash Investigation.

7.1 WHAT IS ROAD CRASH INVESTIGATION?

Crash- Collide violently with an obstacle or another vehicle.

Investigate- Carryout a systematic or formal inquiry into (an incident or allegation) so as to establish the truth. (Concise Oxford Dictionary).

Crash Investigation can be defined as a procedure in carrying out a systematic inquiry into vehicle collision with an obstacle or another vehicle, so as to establish the truth.

7.2 PURPOSE OF CRASH INVESTIGATION

Collision Investigation and analysis could be seen variously as:

- a. A scientific effort to collect and interpret results.
- b. A systematic look at nature and extent of collisions and loss.
- c. An enquiry into how and why the collision occurred.
- d. A consideration of what can be done to prevent further similar occurrences.
- e. A planning process to explore action to minimize or eliminate reoccurrence.

General, it is a systematic method of inquiry into the facts and circumstances surrounding traffic collision.

The purposes of Crash Investigation are:

- a. *To prevent a recurrence of crashes from similar causes.*
- b. *To determine the sequences of events leading to a traffic crash.*
- c. *To identify the immediate and underlying causes of an RTC.*

- d. *To improve operational and safety procedures.*
- e. *To defend a position for legal argument*
- f. *To satisfy insurance requirements*

7.3 CRASH INVESTIGATIVE ELEMENTS AND METHODOLOGY

There is no fixed step-by-step technique for crash investigation. However, having no procedure at all is the beginning of failure. Often an investigator wishes that he could go back and investigate a crash all over again. He may have neglected to look into an important matter or forgotten a vital activity.

Consequently, a general methodology of all that might be done is indispensable. Such a technique could be easily adjusted to meet the prevailing circumstances at any of the five stages of the collision investigation. These stages are;

- a. Responding to the scene of a crash.
- b. Arriving at the scene of a crash.
- c. When the emergency is under control.
- d. When urgent Data-Collection is complete.
- e. When work at the scene is finished.

7.4 RESPONDING TO THE SCENE OF A CRASH

- a. Obtain as much information as possible about the crash including the following:
 - i. The exact location and time of the crash.
 - ii. What is involved and type of crash
 - iii. The extent of injury/damage involved.
 - iv. Whether the traffic is obstructed/traffic condition.
 - v. Whether fire is involved.
 - vi. Whether a rescue team have been mobilized.
- b. Based on the information received arrange for any needed help.
- c. Assemble the rescue and investigation materials including causality forms (RTC field report forms), statement forms, vehicle examination forms, markers, measuring devices, tape recorders, cameras, GPS and writing materials.
- d. On approaching the scene, be alert for vehicles leaving the scene as possibly carrying witnesses or hit and run drivers. Record registration numbers of any likely vehicles.

7.5 ARRIVING AT THE SCENE OF A CRASH

- a. Ensure your safety and that of the scene.
- b. Respond to emergencies including caring for the victims.
- c. Locate and separate the drivers of each vehicle/witnesses still at the scene.
- d. Look for the physical evidence of the crash and have it guarded until it can be examined or located by measurements. This includes:
 - i. Position of vehicles at final rest
 - ii. Position of pedestrians, motorcyclists, bicycle
 - iii. riders, ejected occupants (deceased or injured).
 - a. [Road Scars](#) (scratches, scraps, chips, chops and grooves).
 - iv. Debris including dislodged vehicle parts, underbody debris, vehicle liquids, blood, body tissues, personal effects (handbags, hats, glasses etc).
 - v. Contact to fixed objects.
 - vi. Tyre marks such as skid marks, yaw marks, acceleration scuff, flat tyre and imprint.

7.6 WHEN THE EMERGENCY IS UNDER CONTROL

- a. Interview drivers and witnesses applying the following precautions:
 - i. Be tactful, patient, specific, positive, objective, open minded, adaptable and employ good communication skill.
 - ii. Interview involved persons alone and away from others.
 - iii. Gather identification from the person first.
 - iv. Allow the person to tell his or her version of the events without interruption.
 - v. Be sure to ask the persons exactly where they were (position) when crash occurred.
 - vi. Pay close attention to any signs or actions that suggests confusion, intoxication, injury, illness or impairments.
 - vii. Officers may also request persons to provide a written signed statement.
- b. Examine the crash site including the roadway features & the physical evidence on the road and record your observations.
- c. Examine the crashed vehicle(s) noting the following:
 - i. Gather Vehicle identification data- Reg.No., Make, Model, Type
 - ii. Document [Contact and induced damage areas](#)
 - iii. Document Major parts detached.

- iv. Examine Tyre and wheel for- flatness, punches, [unseated rims, bent flange and struck wheels](#)
- v. Examine Lamps/Lamp Switches for - on/off, broken/damage
- vi. Examine Steering Wheel for- free turns or tightness
- vii. Examine Brake Pedal for- free to floor or tightness
- viii. Take the Speedometer Reading
- ix. Check [Safety belts used](#)
- x. Check for Air Bag Deployment

d. Take [photographs of the scene](#), physical evidence and the crash vehicle(s) noting the following;

- i. Take photographs before vehicles are moved from their final rest positions.
- ii. Take [four view](#) sequence photographs of the crash scene showing basic landmarks.
- iii. Take general [story-telling photographs](#) of the scene.
- iv. Take photographs of the [four sides](#) of each vehicle
- v. Take [matching damage](#) parts photographs of vehicle
- vi. Take close up or detailed photographs of specific road scars, tyre marks and vehicle damage.
- vii. Fill the [crash investigation](#) Forms

e. Mark the collision results.

- i. Use a point to mark small objects such as a human body and debris less than 1m across.
- ii. Use two points to mark vehicles' positions, straight tyre marks and straight grooves greater than 1m in length.
- iii. Use three or more points to mark large debris area, curved tyre marks and straight tyre marks with angles, crooks and gaps.
- iv. Assign different letters to each object marked. For instance, if there are 3 tyre marks, label the first A, the second B and the third C.
- v. use numeric suffixes to denote multiple points for the same object. For example, the letter D may be used to identify a debris area with points along the perimeter designated D1, D2, D3, D4 etc

f. Make a field sketch of the crash scene.

7.7 POINTS TO NOTE WHILE MAKING A FIELD SKETCH

- a. The sketch should include the result of the crash, roadway features, north-arrow, location, time and date of the crash as well as the name of the sketcher.

- b. Begin by drawing the skeleton of the roadway edges.
- c. Place the north-arrow in an out-of-the-way corner of the sketch.
- d. Represent vehicles, persons, tyre marks and other result of the crash with the standard symbols.
- e. Use alphanumeric to label the features depicted.

7.8 TYPES OF COLLISION ROAD SCARS

- a. **SCRATCHES**- are the thin, light and irregular scars made on road pavement by sliding metal part(s) of vehicles without great pressure. Scratches are most useful to show where a vehicle turned over on the roadway and the path it followed after the collision.
- b. **SCRAPES** are the broad and light scars made on road pavement by sliding metal part(s) of vehicles without great pressure. Scrapes often help in locating the area of maximum engagement
- c. **CHIPS** are small deep scars where pavement materials have been dug out by strong metal parts such as frames, transmission housing, and control arms which have been forced down on the road. Chips are nearly always made during maximum engagement and mark a spot on the road where the corresponding part of the vehicle was when maximum engagement occurred.
- d. **CHOPS** are broad, shallow scars where pavement materials have been dug out by strong metal parts such as frames, transmission housing, and control arms which have been forced down on the road. Chops are made by vehicle frames and sometimes wheel rims during maximum engagement.
- e. **GROOVES** are long narrow scars where pavement materials have been dug out by strong metal parts such as projecting nuts, or stud and sometimes by the drive shaft or some other parts dragging on the road. Grooves show the pathway the vehicle followed after collision.

7.9 COLLISION RECONSTRUCTION

With the conclusion of data gathering from the scene of a collision and technical follow-up investigation, collision reconstruction is performed in order to look for contributing and root causes of the collision.

Collision reconstruction is the process of using physics to determine the relative positions of vehicles at different times during the collision sequence. Information such as the pre-and post-impact direction of travel, the length of the pre-impact skid marks, the pre-impact speed of the vehicle, the post-impact distances moved, the friction values for the various surfaces the vehicles travelled over, the point of impact (POI), the principal direction of force (the impact angles or thrust) and

the weights of the vehicles are all inputs to the equations used in reconstructing a collision. Understanding how vehicles behave in collisions is a therefore a very importance step in collision reconstruction.

7.10 HOW VEHICLES BEHAVE IN COLLISION

Study of vehicle movements in collision is often the key to discovering where on the road an impact took place and what the driver actions involved. Hence, deciding how vehicles came together and finally separated in a collision is the first step in thinking about what happened in a collision. It is always a matter that requires very careful understanding of the following:

- a. Basic sequence of collision
- b. Contact damage area and deformation
- c. Principal direction of force
- d. Force and rotation.

7.11 BASIC SEQUENCE OF COLLISION

The basic sequence of collision also known as elements of a collision are made of three events namely;

- a. First contact
 - b. Maximum engagement
 - c. Separation
- **First contact:** this is the beginning of a collision. At that instant, force begins to develop between the objects.
 - **Maximum engagement:** this is the point at which the force between objects in collision is greatest. It is the point of maximum penetration or collapse between objects in collision.
 - **Separation:** this is the point at which the force between objects in collision returns to zero. At this instant virtually all the deformation at maximum engagement remains as vehicle damage.

7.12 CONTACT AREA OF DAMAGE

Contact damage is the damage to any part of a motor vehicle by direct contact with some object which is not part of the vehicle. Contact damage area is characterized by:

- a. Closely compacted crumpled body parts
- b. Scratches in the surface of the metal
- c. Smears of paint due to friction heat

- d. Ragged tears in sheet metal
- e. Punctures in sheet metal, fiberglass panels, tyres, plastic lenses & glass.
- f. The matching of contact damage parts of two vehicles often shows how they came together in collision.

7.13 PRINCIPAL DIRECTION OF FORCE

- a. The PDOF also called thrust is the summation of these forces over the contact duration expressed as a vector.
- b. During an impact, there are forces that occur between vehicles and these vary in position and time.
- c. PDOF is indicated by contact damage and crush resulting from the impact. It is usually at the mid of the damage area.
- d. PDOF is determined by the direction that specific parts were moved in impact.

There are two ways to describe PDOF name:

- a. Degrees from the lengthwise axis of the vehicle
- b. Hour numbers from a clock face with 12 'O clock at the front and its centre at the application point.

7.14 COLLISION INVESTIGATION

A traffic collision investigation is only complete when a report is prepared and submitted to the appropriate authorities. Road Collision Investigation Report (RCIR) should include cause analysis to arrive at the conclusions on how collision happened. Report should be rendered in both soft and hard copies. Report should be sent two days after the conclusion of the investigation through approved e-mail addresses to Corps Safety Engineering, RSHQ. The hard copy should be sent through the normal approved channel of communication to Corps Marshal.

7.15 CRASH INVESTIGATION REPORT FORMAT

- a. Cover page
 - i. Time & date
 - ii. Command
 - iii. Location
 - iv. Investigator
 - v. vehicle(s) & driver(s)
 - vi. Abstract
 - vii. No of people involved
 - viii. No injured
 - ix. No killed
 - x. Causes

- xi. Date of investigation
- b. General information
- c. Crash scene
- d. Environmental factors
- e. Vehicle involved and occupants
- f. Seatbelt availability and use
- g. Tyre examination
- h. Lamb examination
- i. Vehicle damage analysis
- j. At-scene physical evidence
- k. Accident scenario
- l. Measurement
 - i. General scene measurement
 - ii. Non-fixed objects
 - iii. Evidence from the road
 - iv. Vehicle dimensions
- m. Summary & conclusion
- n. Recommendations
- o. Attachments.

8. ISO 9001:2015 QMS

8.1 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).

8.2 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. Standard took the back seat as at then.

8.3 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 bedeviling 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. Followed by the training of 80 Officers as Internal System Auditors. 68 qualified as Internal System Auditors with 60 proceeding to Lead Auditors.

45 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.

8.4 What does ISO 9001:2015 cover?

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

8.5 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.

8.6 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.

8. FRSC REGULATIONS ON DISCIPLINE, 2018

8.1 Offences Relating To Duty

- a. AWOL - Major Entry and forfeiture of Salary for the number of days.
- b. Desertion - Dismissal
- c. Dereliction of duty - Loss of seniority
- d. Lateness - minor entry or reprimand.
- e. Malingering -Major Entry and forfeiture of Salary for the number of days.
- f. Acts of Negligence - Loss of seniority

8.2 Offences Relating To Information

- a. unauthorized disclosure of Information-Termination
- b. failure to make report - Loss of seniority
- c. Presentation of false document or certificate - Termination
- d. Unauthorised educational qualification - Loss of seniority.
- e. Concealment of higher qualification on Appointment- Loss of seniority.

8.3 Offences Relating to Borrowing, Lending Debts, Illegal Employment, Petitions and Improper Dressing

- a. Borrowing from junior staff - Reduction in rank.
- b. Failure to pay debt - Reduction in Rank
- c. Carrying on any other paid employment - Termination
- d. Influenced promotion - Major Entry.
- e. Improper dressing - Major Entry.
- f. Anonymous petition - Termination

8.4 Offences Relating to Corruption, Gross Misconduct and Indiscipline

- a. Obstructing Marshals on Duty - Loss of seniority.
- b. Incivility to member of the public - Loss of seniority.
- c. Maltreatment and false complaint - Major Entry.
- d. Bribe - Termination of Appointment.
- e. Failure to make entry after patrol - Reduction in rank.
- f. False Allegation - Termination of Appointment
- g. Disobedience to Standing/particular order - Major Entry.
- h. Failure to pay compliment - Major Entry.
- i. Improper channel of correspondence - Reduction in Rank.
- j. Drinking or smoking while on duty - Reduction in Rank.
- k. Forgery - Termination of Appointment
- l. Assault/civic conduct- Reduction in Rank.
- m. Manslaughter/murder- (criminality) handed over to police, placed on half salary and upon conviction dismissed from service.
- n. Mutiny- dismissal from service.
- o. Rape - dismissal from service.
- p. Rioting - Dismissal from service.
- q. Scandalous behaviour- termination of appointment.
- r. Rudeness to superior- loss of seniority.

- s. Stealing or looting- dismissal from service.
- t. Treason- handed over to police, placed on half salary and dismissal from service upon conviction.

8.5 Offences relating property

- a. Damage to property: Replacement of the property damaged within 3 months.
- b. Driving and damaging of Corps vehicle by non-commissioned driver or offender's vehicle - Payment of cost of repairs or replacement of vehicle within three (3) months or have appointment termination.

8.6 Offences relating information processing

- a. Unauthorised production of driver licence- Termination of appointment.
- b. Unauthorised production of number plate- Termination of appointment.
- c. Duty room offences- Reduction in rank.

8.7 Other offences

- a. failure to testify before FDP- Reduction in rank
- b. False information to FDP- Reduction in rank
- c. Wilfully insults/assaults in FDP- Reduction in rank
- d. Continuous misconduct- Termination of appointment.

8.8 Procedure for FDP

An FDP may be convened by the appropriate Authorizing Officers to investigate Officers from the rank of ACC to DCM for all misconducts under the Regulations, and also for members of the Corps from the rank of RMAIII to CRC for misconducts that may attract punishment not lower than loss of seniority on conviction. See Regulation 61.

Who can convene an FDP?

FDP may be convened by any of the following appropriate Disciplinary Authorities:

- a. The Chairman of the Commission
- b. The Corps Marshal
- c. Heads of Department (HODs)
- d. Corps Officers (COS)
- e. Heads of Special Unit
- f. Zonal Commanding Officers (ZCO)
- g. Sector Commanders (SC)
- h. Unit Commanders (UC). See Regulation 58.

The Composition of FDP and Qualifications for Membership

FRSC Disciplinary Panel shall compose of the following:

- a. A Chairman, who shall not be below the rank of CRC
- b. Three other members one of whom shall be a Legal Officer of the Command where the misconduct is committed or a Legal Officer in Legal Office in RSHQ; and
- c. A Secretary who is also a member.

It should be noted that where a Marshal is being investigated, one of the members should be a Marshal not below the rank of Senior Marshal Inspector (SMI). See Regulation 59(1).

A Marshal should not be a member of an FDP set up to investigate an Officer except where the Officer is jointly investigated with a Marshal.

The Chairman investigating an Officer must be senior in rank to the defaulter and must not be below the rank of a Chief Route Commander (CRC).

No member of the Corps shall be appointed to serve in the FRSC Disciplinary Panel except he is subject to the Corps Regulations and has been in the service of the Commission for a period of not less than Six (6) months. See Regulation 60.

If a member of the Corps is a complainant at any proceedings, he should not be a member of the Panel investigating the defaulter.

A person to be called as a witness should not also be a member of Panel.

FDP Investigation Procedure

Investigation in an FDP is conducted in the following manner:

- a. A defaulter must be informed of the allegation(s) against him in writing and given at least seventy-two (72) hours to prepare his defence. Note that once all disciplinary matters are published in PART ONE ORDER, they are deemed to have been officially communicated to all members of the Corps and the defaulter once published.
- b. The defaulter shall be marched in, before an FDP without head dress and belt by the Provost.
- c. The names of members of the FDP should be read to the hearing of the defaulter before the investigation begins.
- d. The defaulter is entitled to object to the membership of the Panel with good reason.
- e. Oath shall be taken by the members of the Panel.

- f. The allegation(s) are to be read to the hearing of the defaulter before commencement of investigation.
- g. Plea shall be taken by the defaulter. It has to be guilty or not guilty. There is nothing like guilty with reason. It simply means not guilty.
- h. Both sides call witness (es) (if any) and they must be placed on oath.
- i. There are examination-in-chief, cross examination and re-examination by witnesses on both sides.
- j. Exhibits are to be tendered, if any, in the form of documents or any other thing by both sides (if any).
- k. Investigations should be properly recorded in register(s) or electronic record to be maintained by AHR, RSHQ and field Commands.
- l. The panel may after hearing evidence dismiss the allegation or call on the defaulter to state his defence.
- m. Also upon conclusion, the Panel may record a finding of not guilty but if it considers the allegation proven it shall record a finding of guilty. A member of the Corps can only be punished once it is proven that he has committed misconduct contrary to the Regulations.
- n. Note that the Panel can recommend a lighter punishment if the misconduct established is less than the misconduct being alleged. See Regulation 59(3).
- o. Punishment (s) recommended in respect of misconduct (s) take effect from the date the punishment is approved by the Management or the appropriate authority. See Regulation 62.
- p. Copies of disciplinary proceedings including all exhibits (if any) are be forwarded to Corps Marshal
- q. Any defaulter who is dissatisfied with the decision of an appropriate authority shall have right of appeal to the Commission or to Corps Marshal in the absence of the Commission. The appeal shall be forwarded to the Commission through the approved channel of communication but an advanced copy may be sent to the Commission or Corps Marshal within two weeks. See Schedule 3 of the Regulations.

8.9 Procedure for Summary Proceeding Disciplinary Panel (SPDP)

This aspect of investigation is conducted in a summary manner. When a report or allegation has been made orally or in writing to the appropriate authority, the appropriate authority shall if convinced that a prima facie case has been established, direct that the Officer or Marshal against whom the report is made appears before him and two others and state the allegation to the defaulter and request him to make his defence immediately.

A Marshal not below the rank of Senior Marshal Inspector is to be one of the two others where the defaulter is a Marshal.

If the defence put up by the defaulter is not satisfactory, the appropriate punishment shall be recommended to the appropriate authority.

The summary proceeding shall be recorded verbatim in a Summary Proceeding Register.

Note that for all members of the Corps where the punishment is dismissal, termination, reduction in rank or loss of seniority, investigation shall be by FRSC Disciplinary Panel which shall make appropriate recommendations to the appropriate authority. Also note that ACC and above do not face Summary Proceeding for any misconduct committed by them. See Regulations 55 to 58.

9. DATA COLLECTION

The acquisition of knowledge on its own starts with the acquisition of data. All important decisions in life are based on the information collected on a subject matter. The quality of decisions taken is a function of the adequacy and relevance of the information at our disposal. It is therefore important to know that at its primary stage, data is regarded as raw i.e it makes little or no meaning. It only makes complete meaning when it has been processed.

Consequently, the collection of data in Road Safety does not stop at that. As a matter of fact, collected data undergoes analysis which gives/makes it have meaning. The word data means information but is often regarded as raw in its unprocessed stage. For an organization like Road Safety, every data it collects undergoes analysis and interpretation before it is brought out as a veritable tool and utilized in the achievement of the goals of the Corps where applicable.

Definition of Data

Data is a collection of facts, such as numbers or measurements and the word data means information. Strictly speaking, the word —data is in the plural (the singular form is —datum). However, the word is often used as if it is a singular noun. So, we commonly say "the data is available" rather than the more correct way "the data are available".

Classification Of Data

Data classification is the categorization of data for its most effective and efficient use. It can be classified as follows:

1. According to Nature

- a. Quantitative data: This is information obtained from numeral variables e.g. number of officers and marshals in a command, age, bills etc.
- b. Qualitative data: This is a categorical measurement expressed not in terms of numbers, but rather by means of a natural language description such as names, characteristics and alpha-numeric (e.g. vehicle plate number), gender (male or female), religion (Christian or Muslim), casualty details (injured or killed) etc.

2. According to Source

- a. Primary data: This is information collected on first hand.
- b. Secondary data: This is second hand information e.g. published data

3. According to Measurement

- a. Discrete data: These are numerical observations obtained as whole numbers e.g. traffic count data, age etc.
- b. Continuous data: These are data that can take any value and they are measured e.g. height, length etc.

4. According to Arrangement

- a. Ungrouped data: This is a raw data with no specific arrangement e.g. the final grades of 12 officers in FRSC Academy at the last officers' refreshers training course. 83, 80, 78, 86, 76, 82, 78, 83, 84, 90, 96, 90.
- b. Grouped data: This is an organized set of data that is arranged which involves two or more groups.

Example

GRADES	FREQUENCY(NUMBER OF OFFICERS)
75-79	3
80-84	5
85-89	1
90-94	2
95-99	1
TOTAL	12

Data Collection

Data collection is any process of preparing and collecting data. Inaccurate data collection can impact the results of a study and ultimately lead to invalid results.

The purpose of data collection is:

- a. To obtain information to keep as records.
- b. To make decisions about important issues, or
- c. To pass information on to others.

Methods of Data Collection

- a. **Direct observation:** Data is collected by observing and it is the simplest way of collecting data. Example: We want to know how many cars pass by a

certain point on a road in a 10-minute interval. Simply stand on the road and count the cars that pass by in that interval.

- b. **Questionnaire:** This is an instrument consisting of a series of questions for the purpose of gathering information from respondents.
- c. **Interview:** Data can be collected through face-2-face, telephone and the internet.
- d. **Registration:** Data can be collected through registration e.g. births, deaths, vehicle registration, population census etc.
- e. **Published data:** Secondary data can be collected from Bureau of Statistics (BOS), Research Institutes, libraries, Federal Road Safety Corps etc.

Factors influencing the Collection of Data

The choice of method of data collection is influenced by the following:

- a. Data collection strategy
- b. Type of variable (discrete/continuous)
- c. Accuracy required
- d. Collection point
- e. Skill of the enumerator
- f. Source of data (primary/secondary)

Source and Utilization of Data in FRSC

Data from Road Traffic Crash (RTC) is collected through the following ways:

- i. Scene of the crash
- ii. Hospital information
- iii. Police information
- iv. Eye witness account

Details of crash such as the route, vehicle type, vehicle registration number, number of passengers, cause of crash, casualty details (no of persons killed and no of persons injured), and gender of accident victims are recorded inside the accident report book found in various commands. With these data, crashes can be analyzed and proper decisions will be taken to forestall further occurrence.

Traffic count data:

Data of different categories of vehicle are collected and analysed which helps to effectively plan and monitor vehicular density along a particular road.

Road traffic offence data

These data are collected during patrol and are recorded daily in the offenders' registers which are found in the duty offices of all commands.

10. FRSC DRESS CODE

The "FRSC Dress Codes" is a standard of dress policy for the Corps' uniform variations. It is used to communicate to all staff what the Corps considers to be the appropriate work attire for each day, operation, cadre and specialization.

10.1 Dress Code and description

No. 1 (One) Dress (Ceremonial Dress)

Worn on ceremonial occasions such as:

- National Parade.
- Passing-out Parade.
- Ceremonial Wedding.
- Remembrance Day Parade.
- National Honours Award Ceremonies.
- Pullout parade (for retiring officers).

Features

- Peak Cap with appropriate cap badge
- Gold waist band with sword carrier (ACM- CM)
- Red waist band with sword carrier (ARC-CC)
- White belt and anklet for marshals
- White long sleeve shirt
- Black tie
- Sword (as appropriate)
- A pair of white hand gloves
- Black trousers with gold stripe (ACM-CM)
- Black trousers with red stripe (ARC-CC)
- ACC and above to use appropriate gorget (red neck)
- Ceremonial rank
- Name tag, Lanyard as appropriate
- Black laced shoes and Black socks without design

Service Dress/No. 2 (Two) Dress

- Has the same top with No. One dress while the trouser is plain.
- Is worn to the church or mosque for Official function, lectures/seminars, graduation and for friend's occasion or as requested by the authority.

Features

- Has the same top as Ceremonial Dress, but;
- No waist band

- No sword
- The trouser has no red or golden band or stripe
- Service rank
- ACC and above to use appropriate garget

Mess Kit/No. 3 (Three) Dress

Worn for regimental dinner as organized in the Officers' Mess or assigned location E.g:

- Anniversary Regimental Dinner
- Sendoff for Senior Retired Officer
- End of course dinner at the Training Institutions
- Invitation for regimental function by Sister organizations

Features

- White jacket with blue lapels
- Golden stripe on black trousers (ACM - CM)
- Blue stripe on black trousers (ARC-CC)
- Ceremonial rank
- White long sleeve shirt
- Black bow tie
- Gold camoUr band on shirt (ACM-CM)
- Blue camour band on shirt (ARC-CC)
- No head dress
- Name tag (pin type)
- Black socks (without design)
- Black laced shoes

No. 4 Dress (WORK OUT DRESS)

- Jacket and trouser for office work
- Worn on Wednesdays to Fridays
- Must not be worn for patrol duties

Features

- White round neck inner vest
- Maroon or white beret with appropriate cap badge
- ACC and above to use appropriate gorget
- General duty rank
- Name tag
- Lanyard as appropriate
- Black socks (without design)
- Black laced shoes

No. 5 (Five) Dress:

Worn for office duties

- 5a: ARC- CM (worn on Mondays and Tuesdays)
Not to be worn with skirt.
- 5b: Marshals

Features for No. 5a

- Maroon short sleeve beige collared shirt (sleeves must not be rolled up) tucked-in on black trousers
- White round neck inner vest
- Beige epaulette
- Maroon general duty rank
- Service belt (as appropriate)
- Name tag
- Lanyard (as appropriate)
- Black socks (without design)
- Black laced shoes or boots

Features for No. 5b

- Beige short sleeve shirt (sleeves must not be rolled up) tucked-in on black trousers
- White round neck inner vest
- General duty rank
- Service belt (as appropriate)
- Name tag as appropriate
- Lanyard as appropriate
- Black socks (without design)
- Black laced shoes or boots

No. 6 (Six) Dress

- Combat/fatigue dress
- For patrol operations, field work, special assignments and training only
- Sleeves must not be rolled up
- With combat boot only

Features

- White round neck inner vest
- Either long or short sleeve khaki shirt tucked-in on black khaki trouser
- Patrol hat (jungle hat)
- Two (2) patched side pockets and 2 patched back pockets on trousers

- General duty rank
- Service belt (as appropriate)
- Name tag as appropriate

10.2 OTHERS

Pull Over

- Knitted maroon jumper
- Worn on top of Dress 5 and 6
- Not to be worn alone

Features

- Maroon colour
- V- neck (for Officers)
- Round neck (for Marshals)
- Must have provision to hang appropriate rank
- Must be worn with appropriate General duty rank
- Name tag as appropriate
- FRSC logo on the left side of the chest

Maternity Dress

It is a maternity gown worn during pregnancy. Approval must be given by the commanding Officer/HOD for a staff to wear it.

Features

- Beige colour short gown just above the knee
- Can be worn with black trousers or skirt with beret
- White round neck inner vest
- Rank badge
- Lanyard, name tag and service shoes with black socks

11. PARADE AND DRILLS

Parades are aimed at showcasing the level of discipline, expertise and strength of the nation, command or unit. In simple words, parades can be described as the uniform and orderly display of men and materials. Parade is divided into two: Routine and Ceremonial parades.

1. **Routine Parade:** These are parades that are carried out almost on daily basis. This type of parade is usually called to either pass information or for inspection purposes. The following are examples of routine parades.

- a. **Reveille:** This is the first bugle call sounded in the early hours of the morning at exactly 0600 hours. It is meant to signify the commencement of the day's activities during this period; the National flag will be hoisted.
- b. **Retreat:** Retreat is sounded at sunset to signify the end of the day's activities i.e. lowering the national flag and to notify sentries to start challenging intruders until sunrise.
- c. **Tattoo:** Tattoo is an outdoor show with the use of bugle at night to check men on daily basis after the day's work. This is to ensure that all personnel are back and complete in the barracks.
- d. **Quarter Guard:** Quarter Guard are mounted to showcase the discipline, alertness and readiness of the command.
- e. **Change Of Quarter-Guards:** Change of Quarter Guard parade is mounted weekly in a command to signify the end of duty for a Quarter Guard.
- f. **RSM Parade:** RSM parade is more or less a rehearsal for the Commanding Officer parades.
- g. **Commanding Officer's Parade:** Commanding officer's parade is held at RSHQ, Zones, Sectors and Unit Command levels. In FRSC it is referred to as muster parade.

2. **Ceremonial Parades:** Ceremonial parades are parades conducted to mark important ceremonies. In ceremonial parades people are invited within and outside the commission to witness it. It is usually inspected and reviewed by a Reviewing Officer who is often selected from military, Para-military or a highly placed Civilian. In ceremonial parades, officers and Marshals are expected to dress in their number one (1) uniform, otherwise known as ceremonial uniform.

11.1 Types of ceremonial parade

Ceremonial parade pattern varies in view of the specific occasion it is organized for. The following are the types of ceremonial parades:

a. Passing out parade.

Passing out Parade is conducted in training institutions to mark the end of training for a set of cadets or men respectively. It involves the cadets and marshals marching pass and taking their oath of commission or attestation as the case may be.

b. Independence/ Anniversary parade.

The Independence Day parade is to commemorate the National independence anniversary day which is held on the 1st October yearly. FRSC do participate in this parade in conjunction with other military and paramilitary organizations. The composition, timing and order of parade are same as that of Passing out Parade just with more Guards due to availability of officers. But the parade is always commanded by a military officer where there is a military formation otherwise will be commanded by a police officer especially at the state level where there is no military formation.

c. Wedding Ceremonies.

It is customary in regimented organizations for a parade to be organized for a staff (both Officers and Marshals) that is wedding. Specifically, swords are crossed for commissioned Officers. The least numerical strength of sword party members is twelve (12) who formed in file, but still more officers could participate based on their availability. However, Officers still adorn themselves with swords only on ceremonial occasion when needs arise. This occasion is carried either at Church, Mosque, and Court Registry or at the reception ground. The sword is presented to the celebrant at the reception ground for the cutting of the cake. This is done on behalf of the President C-in-C as a symbol to commemorate the wedding and for the protection of the wife. The presentation of the sword should be done by an officer equal in rank and seniority or subordinate to the Officer wedding. Note that sword is not crossed for Marshals.

d. Pulling out parade.

Pulling out parade is also known as farewell parade and it is held at the instance of retiring senior Officers who have served the nation meritoriously. These classes of senior Officers are pulled out as a sign of respect and final farewell from the service. This is done immediately after the farewell parade.

e. Burial/funeral parade.

Funeral parade is organized in honour of the deceased serving personnel. All ranks are to wear uniform. The national flag and FRSC flag will be over the coffin and prior to interment will be folded in triangular shape and presented to the chief mourner who will in turn present it to the next of kin. The head dress, belt, sword and boots of the deceased should be placed on the coffin in addition to wreaths. The burial party will consist of an Officer, senior non-commission officer or Non-commission officer in charge and six to eight

bearers depending upon circumstances. The rank of the bearers will depend upon the rank of the deceased. Where these ranks are not available, junior ranks next to the rank of deceased may be used. All ranks passing a military or paramilitary funeral will salute the bier. Burial party may consist of 6-8 persons to arrive at the mortuary.

f. Handing and Taking Over Parade.

This is otherwise known as vesting day parade which is conducted to mark the end of leadership of a commanding Officer in a command and the commencement of a new one. For vesting day parade, a parade of not less than two guards forms up at the parade ground.

11.2 TYPES OF DRILLS

1. **Foot drills:** Foot drills are individual and collective drill carried out at a halt or on the march without the use of arms or swords. It is the foundation of all drills foot drills are to be practiced at platoon and company levels.
2. **Squad drills:** Squad drills are carried out on the move in quick or slow time. The squad has two prescribed formations, lines and columns either in two's or three's. The movements of troops in these formations forms the basis of all parades and ceremonial drills Squad drills provide the rudiments for team work and it is always rehearsed at platoon and company levels.
3. **Arms drills:** This refers to drill carried out with weapon which are incorporated into ceremonial parade. The use of weapons on parade dates back to the evolution of warfare and it is aimed at showcasing the lethality of a force and expertise in the use of its weapons. In today parades the weapons carried are ceremonial and do not bear ammunition except blank ammunition on special occasions such as funeral ceremonies.
4. **Sword drills:** Officers are known by swords they carry. Sword drills are taught to officers who bear and use sword on parade. Although in the military, warrant officers carry swords on parades they do not draw them except during trooping and presentation of color parade. Two qualities that should be pursued in sword drill are accuracy and graceful movement. All officers are to ensure that they practice and perfect the movements in sword drills.
5. **Cane and stick drills:** Cane and stick drills involve the use of cane and pace stick usually by RSM. It is often required to appoint recruits as cane/stick orderlies to reviewing/visiting officers during ceremonial parades. These orderlies act as guides to the reviewing officer. The pace stick drill is mainly meant for SNCO's and drill instructors that are required to bear the sticks.

6. **Sentry drill:** Sentry drills are carried out by sentries to enable them pay compliments, challenge intruders, turn out the guard and patrol while at their sentry posts. The drills are intended to ensure that the sentries remain at alert throughout the duration of their duty.
7. **Mounted drills:** Mounted drills are conducted with an officer on a horse. It is well known custom for army officers to ride on a horse back especially officers of guard brigade. Adjutant of the Nigerian Defense Academy and officers of Depot NA during ceremonial parades. This type of drill is not applicable to some Para-military parades.

11.3 CHARACTERISTICS OF A GOOD PARADE COMMANDER

A parade commander should possess the following characteristics:

- a. A parade commander must have a good understanding of parade.
- b. A parade Commander should be highly regimented.
- c. Skilled in commanding parade and inspiring presence.
- d. Possess an exceptional marching technique.
- e. His vocal are loud and easily understood.
- f. Highly responsible and reliable.
- g. A team player.
- h. A highly focused Officer.
- j. A teacher and a teachable spirit.

12. THE ROAD SAFETY AUDIT, CONCEPT, PROCEDURE AND EXECUTION

Road Safety Audit (RSA) and Road Safety Inspection (RSI) are used to test the safety of the road infrastructure. These two words are different from each other but are interchangeably used by many. The RSA is used for design and construction of new roads /rehabilitation of existing of roads, whereas the RSI is used for evaluating existing roads. The aim of RSA is to improve the road safety before the road is built or reconstructed. At present not many RSA are carried out in Nigeria. In other country the RSA has shown its road safety value. The RSI also contribute to road safety. This is carried out periodically on an entire road network, and interim inspection on road section that have an above average number of crashes and on road structure where there are structural failures and damage as result of crashes.

Federal Road safety Corps was established in 1988 and was charged among others with responsibility of recommending works and devices. This responsibility registers the stake of the Federal Road Safety in the procurement, operation and maintenance of road infrastructure to step down the risking wave of RTC. In view of the foregoing, to ensure effective and efficient implementation of the responsibility there is need for RSA and RSI. Inadvertently, this duty was performed in the PRS department as part of its research activities from 1988 to 2009.

The introduction of the Road Transport Safety Standardization Scheme (RTSSS) of which its activities include fleet inspection of vehicles brought the idea of professionalizing the inspection of road infrastructure and architecture, including the vehicle inspection. This prompted the establishment of Safety Engineering Department (SED) in 2009. Since then, the department has witnessed various re-organizations and reforms. Presently this important section of the Corps is addressed as Corps Safety Engineering Office code named COSEN.

COSEN carry out its activities through three major units, namely:

- a. Vehicle Inspection and Certification
- b. Accident Investigation and Analysis
- c. Traffic Engineering

In the structure the RSA and RSI (HI) are domiciled with the Traffic Engineering. In most cases RSA and RSI have always been mistaken to mean the same thing because of similarity in approach and overall objective. This fact sheet will discuss both RSA and RSI and the road effect they may have.

What are RSAs and RSIs?

Both RSA and RSI examine the road infrastructure exclusively for its road safety. RSA is carried out to test the design of the new roads or of the reconstruction of existing road. The examination or test of an existing road is called the RSI.

Definition of RSA

It is planned safety performance examination of future Road Intercession and other components by an independent audit team, to ensure safety during use. It qualitatively, quantitatively and frictionally analyzes the road structure and report on potential road safety issues and identifies opportunities for improvement for all road users. Van Schagan (2000) defines RSA as formal standardized procedure in other to reach an independent assessment of the possible road safety consequences of the design. An RSA has a preventive character and aims to signal any potential road safety problems before the infrastructure is actually built and to make suggestions for improvement. RSA can therefore be defined as a prevalence assessment of road infrastructure from its planning stage through construction to ensure that the safety concerns are addressed through critical examination of designs and ongoing construction works before the structure is commissioned for use. The level is cheaper than recommendation for RSI.

12.1 ROAD SAFETY INSPECTION

The RSI involves teams of experts that visually inspect the existing road infrastructure or road network for different forms of fault regularly and systematically. This are usually done using checklist that are similar to those used in RSA. The European directive 2008/96/EG defines RSI as an ordinary periodic assessment of road features and deficiencies which from a road safety perspective make maintenance necessary (EP & R 2008).

It is also defined by (Mocsair, T. et al, 2006) as:

- a. A preventive tool,
- b. Consisting of a regular, systematic, on-site inspection of existing roads, covering the whole road network,
- c. Carried out by trained safety expert teams
- d. Resulting in a formal report on detected road hazards and safety issues
- e. Requiring a formal response by the relevant road authority.

12.2 PRINCIPLE OF RSA AND RSI

- a. The elements included in the road safety inspections should stand as risk factors for accident or injuries.
- b. Inspections should be standardized and designed to ensure that all elements included are covered and are assessed in an objective manner. Initial stages of implementation checklist may be helpful.
- c. Both RSA and RSI are intended to be used by road authorities.
- d. RSA involves in the design of road traffic plans and is always done by an independent audit team carrying out RSA. In addition to the RSA an RSI involves two or more road safety experts who carry out inspection cost and benefit of an RSA and RSI.

12.3 IMPORTANCE OF RSA AND RSI

The major benefits of RSA and RSI are implicated in the cost saved on crashes that have been prevented by audit recommendations. Other qualitative benefits include:

- a. Reduce risk of crashes and repair works.
- b. Reduction of total project cost.
- c. Creation of greater awareness of road safety and quality in design processes.
- d. Provision of better facilities for vulnerable road users.
- e. Contribute towards achieving better road safety targets.
- f. Guarantee better standard and design guideline.

12.4 RSA/RSI COST

- a. Cost can vary greatly depending on the size of the project and the phase in which audit take place.
- b. There are two major costs (Direct and Indirect)
- c. Direct Cost: These include time spent by auditors and the extra time the designers need to include recommendations in the design.
- d. Indirect Cost: These are the extra costs of construction and reconstruction activities that result from audit recommendations.

12.5 IMPLEMENTATION

In Nigeria many road agencies, designers, contractors and road authorities are yet to key into road safety audit scheme for fear of perceived implications. In Nigeria the federal ministry of works has consistently worked with federal ministry of works in this regard. Implementation of RSA typically include the following steps

- a. Selecting or identifying projects from different stages of high way procurement (planning to operation)
- b. Management approval
- c. Selecting RSA team
- d. Sensitization of RSA team
- e. Gathering information needed to conduct audit
- f. Conducting the audit

12.6 BEST PRACTICES

The guidelines for good RSI, suggested by Elvik (2006) consist of seven items:

The elements included in road safety inspection should stand as risk for factors for accident or injuries; Inspections should be standardized as designed to ensure that all elements included are covered and are accessed in objective manner. Check list maybe helpful. Checklist for RSI should include the following cases of recognized important elements.

- a. The quality of traffic signs with respect to their need and to whether they are correctly placed or legible in the dark
- b. The quantity road markings in particular whether they visible or consistent with traffic signs.
- c. The quantity of the road surface characteristics in particular with respect to friction (macro and micro texture) and evenness
- d. The adequacy of sight distances and the absence of permanent or temporary obstacles that prevent timely observation of road or other road users.
- e. The presence of road side traffic hazards near the carriageway, such as trees, exposed rocks, drainage pipes and culverts, steep embankment slope and so on.
- f. Aspect of traffic operation, in particular if drivers speed are adequate to local conditions and to function of the road. These include the suitability of the road to its function and adequacy of space for current traffic and separation between motorized and vulnerable road users.
- g. The quantity of the road surface characteristics in particular with respect to friction (macro and micro texture) and evenness
- h. The adequacy of sight distances and the absence of permanent or temporary obstacles that prevent timely observation of road or other road users.

- i. The presence of road side traffic hazards near the carriageway, such as trees, exposed rocks, drainage pipes and culverts, steep embankment slope and so on.
- j. Aspect of traffic operation, in particular if drivers speed are adequate to local conditions and to function of the road. These include the suitability of the road to its function and adequacy of space for current traffic and separation between motorized and vulnerable road users.
- k. . RSI should state their findings and propose safety measures by means of standardized reports.
- l. Inspectors should be formally qualified; they should meet regularly to ensure a uniform application of safety principles.
 - i. must be able to determine direction of internal forces
 - ii. have knowledge of the behavior of construction materials
 - iii. be able to determine source of tension and structural failures
 - iv. knowledge of mechanics and statics
 - v. knowledge of survey and measurement
 - vi. knowledge of soil
 - vii. knowledge of hydraulics and hydrology
 - viii. be able to sketch and read design drawings
 - ix. vast in road safety
- m. Therefore, inspection team should consist of experience road safety personnel and engineers while the team leader should be a civil engineer related professionals that have good understanding of material properties, statics and mechanics, know nomenclatures of road infrastructure element and be able to read and interpret design drawings. Experienced register /certified engineer from among the list below {five to 10years professional qualification with road safety experience is essential}
 - i. Civil Engineer
 - ii. Building engineer
 - iii. Land surveyor
 - iv. Agricultural engineer
 - v. Structural engineer
 - vi. Transportation engineer

12.7 DUTIES OF DESIGN TEAM LEADERS AND AUDIT TEAM LEADERS

- a. **DTL (Design Team Leader).** The duties of DTL include the following:
 - i. Balance activities of the design team with the information requirement and final output of RSA team

- ii. Must explain to the design team the importance of RSA process
 - iii. Provide the proper information to the RSA team
 - iv. He is to expedite request from RSA team
 - v. He is to establish procedures for incorporating back into the project the RSA team input
- b. **ATL (Audit Team Leaders)** The duties of ATL include the following:
- i. Pre audit meeting
 - ii. Communicate information to team members
 - iii. Determine the scope of and parameter for Road Safety Audits
 - iv. Assign roles to team members
 - v. Preparation of report
 - vi. Post inspection meeting with road owner and designer
 - vii. To ensure that audit is within the scope planned for.

12.8 RESPONSIBILITIES OF ROAD SAFETY AUDITOR

- a. Auditors are expected to fully understands RSA policies
- b. It is their role to understand the parameters of the audit to cover
- c. It is their responsibilities to identify specific safety issues
- d. When in road life cycle to carry out Audit
- e. Suggest potential solutions to any safety concerns
- f. The RSA team is responsible for reporting on all safety concerns identified even if the terms may be considered controversial
- g. Well defined roles for audit team members which is communicated to both the design team and audit team will smoothen out the relationship between the auditors and the designers.
- h. Lastly, there should be follow up of RSA and RSI after some time to check if the proposed measure have been implemented or not

12.9 CHALLENGES TO THE ROAD SAFETY AUDIT

- a. Limited time allocation: 18km is the minimum distance to be covered daily
- b. Lack of Audit instruments such as: optic level, Theodolites and RIM Machine etc
- c. Lack of adequate protection to Audit team members
- d. Lack of funds, no enough funds to facilitate comprehensive auditing
- e. Lack of field vehicle
- f. Lack of information from Road designers/ owner and when available, information may be inadequate
- g. Implementation of the identified safety issues by the responding agencies could pose serious changes especially when it is on existing roads.

- h. Non-acceptability of RSA and RSI by other road authorities especially when conducted by unqualified personnel.
- i. Not following a standardized guidelines like the ASHTO, EURO Code etc. mix reports not uniform and in most cases lacks ingredients necessary.

12.10 WAY FORWARD

- a. Training of staffs that have basic qualifications to be auditors.
- b. Optimizing the postings of the engineers to the corps and ensure that all Zones and Sectors have qualified Engineers as COSEN desk officer.
- c. Make provision for field vehicles at the Headquarters and Zonal levels
- d. Process equipment and tools
- e. Effective collaboration between Road owners and other stakeholders
- f. To start a legislative process that will make it mandatory for road owners and designers ensure input of the nation road safety lead agency from planning stage to operation level of road infrastructure.
- g. To add extra one month to Engineering cadets among the newly recruited staff passing through the academy to be trained on bans of RSA and RSI audits.
- h. More Road Safety audit are required to intimate the design and maintenance agencies, law and policies makers for road infrastructures this will help politicians judge the inability of Audit Inspection as part of quality assurance.

13. 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

14. THE ART OF PUBLIC SPEAKING

The Federal Road Safety Corps as an agency came into being as a result of a great social problem. The problem was road traffic crashes and the attendant misery that it brings to people. Apart from taking lives, it maims many and renders them unproductive and dependent on others for survival. It is a settled fact that the human factor is the most potent factor responsible for road crashes. Therefore, to reduce road traffic crashes to the barest possible minimum, there is a need for attitudinal change towards road usage in the society. This can be only achieved through persistent, interesting, scholarly but informative, clear, concise, and corrective preaching of the message of safety consciousness in every available forum.

Such forums include, but not limited to; Motor Park rallies, television talk shows, radio programmes, interviews, etc.

14.1 Qualities of a Good Speech

- a. Any good speech must have certain qualities that ensure the fulfillment of its purpose
- b. And that purpose is to convey ideas or information from the speaker to the audience.
- c. As such, the speech has to be: simple, clear, concise, forceful, and pleasing.

14.2 Qualities of a Good Speaker

According to George Kaitholil, a good speaker should have **ELOQUENCE**, and this is made up of the following:

- a. Earnestness
- b. Observation
- c. Quick wittedness
- d. Useful intention
- e. Enthusiasm
- f. Confidence in self
- g. Empathy

14.3 Dos and Don'ts of a Good Speaker

- a. Be audience-oriented, know the level of education of your listeners, their interest, views and sensibilities and this will help you to know how best to put your ideas across to them.

- b. Be a good listener, when you listen to other speakers you learn more and become a better speaker.
- c. Listen to yourself as you speak- The volumes of your voice, the speed of talk, the inflection, hesitations and punctuations are very important.
- d. You must have a deep understanding of the topic you are speaking about- carry out adequate research on the topic and ensure you have all the facts and figures at your fingertips.
- e. Make conscientious effort to achieve the optimum response.
- f. Take responsibilities for what you say
- g. Know your limitations, and be honest enough to acknowledge them.
- h. Do not be over confident, and do not put on airs.

14.4 Types of Speeches

There can be as many kinds of speeches, as there are speakers, audience, and occasions. Some examples are:

- a. Lecture
- b. Narrative or descriptive speech
- c. Sermon
- d. Political speech
- e. Funeral oration
- f. Vote of Thanks (Speech)
- g. Closing speech
- h. Valedictory speech
- i. Toast
- j. Debate speech

14.5 The Procedure for an Effective Speech Delivery:

It is a well-accepted fact that practice makes perfect. For you to successfully deliver a speech the following steps should be taken:

- a. Plan the speech
- b. Prepare the speech
- c. Practice the speech
- d. Perform the speech

i. **HOW TO START:** You must conquer stage fright. Once you have mastered your speech through proper planning and rehearsal, there is no reason why you should fidget:

ii. **ADDRESS OR SALUTATION:** When you are called upon to give your speech, you have to walk briskly and gracefully to the podium looking straight with a smile and an air of importance and confidence around you.

iii. **THE OPENING SENTENCE:** The opening words should elicit the goodwill of the listeners and make them benevolent towards you.

The speech should therefore be made up of:

- a. Greeting
- b. Opening sentence
- c. Introduction
- d. Main Body
- e. Conclusion

iv. **HOW TO STOP:** The conclusion should be well planned to make an impact. It should be a well-directed effort to impress on the audience, the views and sentiments you have already expressed.

v. **HOW LONG TO SPEAK:** According to la Rochefoucauld, true eloquence consist in saying all that is necessary, and nothing but necessary. Therefore while delivering your speech, keep the KISS acronym in mind i.e.

- a) Keep
- b) It
- c) Short and
- d) Simple
- e) Not by mouth alone.

vi. **USE OF GESTURES:** Gestures are motions of the body meant to add grace and expression to speech. They are effective natural aids a speaker can use in expressing himself.