

2022

COMPENDIUM

FOR

SRCs

1. PERFORMANCE MANAGEMENT SYSTEM

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

1.1 STRUCTURE OF APER

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

OFFICERS (FRSC ADM 01)

PART 1

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

PART II

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

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

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

- i. Technical Writing Skills - Style of writing peculiar to a profession or functions.
- ii. Supervisory Skills - Providing superior direction, input and guidance to 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.

1.2 JOB BINDER

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

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

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

1.3 CORPORATE GOALS

Having the vision, mission and core values of FRSC in view, the Corps Marshal at the beginning of each year presents the overarching corporate strategic

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

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

3. ALTERNATIVE DISPUTE RESOLUTION (ADR)

Conflict is a normal, inescapable part of life; a periodic occurrence in any relationship; an opportunity to understand opposing preferences and values.

Conflict is a natural disagreement resulting from individuals or groups that differ in attitudes, beliefs, values or Needs. It can also originate from past rivalries, personality differences, inadequate information and wrong negotiation timing.

Conflict is not always negative. In fact, it can be healthy when effectively managed. Healthy conflict can lead to growth and innovation, new ways of thinking and additional management options.

3.1 WHY CONFLICT IN WORKPLACE?

The workplace setting is a fertile breeding ground for conflicts because of the dynamics and interdependency of the:

Employer-to-Employee

Employee-to-Employee,

Customer-to-Employee

Employee-to-Outside vendor which at times is unintended by a party.

3.2 CONFLICT OR DISPUTE

a. **CONFLICT:** Is long-term 'disagreement' with deeply rooted issues that are seen as "non-negotiable" It is a prolonged struggle, controversy or quarrel or opposition of interest (www.dictionary.com).

b. **DISPUTE:** Is a short-term disagreement that can result in the disputants reaching some sort of resolution; it involves issues that are negotiable.

Communication is a vital tool in understanding dispute or conflict and how to deal with it. The principal idea is that if left unchecked and unexplained, a dispute can easily turn into a conflict. But conflicts rarely revert to disputes without intervention (Burton. 1990).

Over the years litigation (going to Court) has been the default way or means of settling conflict/dispute and the cost of such procedures and delays became a source of concern leading to a more flexible means of resolving disputes which provides alternatives to court-based litigation ordered or governed by the law and procedure of a particular state or country. Litigation can affect relationships negatively.

3.3 WHAT IS ALTERNATIVE DISPUTE RESOLUTION (ADR)?

Alternative Dispute Resolution (ADR) according to SOP on ADR, is the procedure for settling disputes without litigation, such as arbitration, mediation or negotiation. ADR procedures are usually less costly and more expeditious. The procedures are often collaborative and allow the feuding parties to understand each other's positions. Also, more creative solutions could be allowed unlike in the traditional court.

TYPES OF ADR

- a. Arbitration
 - b. Conciliation
 - c. Mediation
- **Arbitration:** It is an ADR process where the parties present arguments and evidence to an independent third party, called the Arbitrator, who makes a determination. Arbitration is particularly useful where the subject matter (matter under consideration) is highly technical, or where the parties seek greater confidentiality than in an open court. Arbitration has been part of our traditional dispute resolution method in Nigeria. Agreement arrived at in such process is called arbitration agreement.
 - **Conciliation:** Is an ADR process where an independent third party, called the Conciliator, helps people dispute to identify the disputed issues, develop options, consider alternatives and try to reach an agreement. A conciliator may have professional expertise in the subject matter in dispute and may generally proffer advice about the issues and options for resolution.
 - **Mediation:** Is an ADR process where an independent third party (the Mediator), assists the people in dispute to identify the disputed issues, develop options, consider alternatives and try to reach an agreement. However, the mediator does not give an advice or opinion about the issues or have any role in deciding the outcome of the mediation. At mediation, you will generally be asked to talk directly to the others involved in the dispute and may also have separate sessions with the mediator. There are always breaks for each person to reflect on the discussion and get advice or support if the need it. Mediation may be voluntary, court ordered or required as part of a contract. It may also be part of a court or government agency process.

More about ADR

ADR has come to stay. According to the Nigerian Bar Association Rules of Professional Conduct (RPC), Rule 15(3)(d) of 2nd January 2007 provides that 'In his representation of his client, a lawyer shall not fail or neglect to inform his client of the option of Alternative Dispute Resolution Mechanisms before resorting to or continuing litigation on behalf of his client'. Lawyers are to acquaint themselves with ADR Processes. The courts of this country should not be the places where the resolution of disputes begin, they should be the places where disputes end - after all means of resolving disputes have been considered and tried" - **Justice Sandra Day O'Connor**.

3.4 INSTANCES REQUIRING ADR IN FRSC DAY TO DAY OPERATION

- a. Disputes arising from patrol activities.
- b. Disputes arising from legal agreements.
- c. Employee/Employee dispute arising from the application of the disciplinary processes.
- d. Disputes arising from determination of authenticity of next of kin of deceased employee entitlements.

It is instructive to note and state clearly that all ADR spectrum involve NEGOTIATION at one point or the other to arrive at an amicable resolution of the conflict/dispute.

3.5 ADVANTAGES OF ADR

- a. Access to justice for all
- b. Reduction in case dockets of judges
- c. Speedy resolution of disputes
- d. Reduction in parties' expenses and time
- e. Harmonious coexistence
- f. Accommodation and tolerance

3.6 FURTHER BENEFITS OF ADR

- a. Sustenance of business relationship
- b. Restoration of pre-dispute relationship
- c. Public satisfaction with the justice system
- d. Creation of resolution suitable to parties needs
- e. Increased voluntary compliance with resolution/agreements
- f. Increase in foreign investment

3.7 THE ADMINISTRATION OF ADR PROCESSES

There are three main types of ADR processes:

- a. Facilitative
 - b. Advisory
 - c. Determinative
- **Facilitative:** This is where a dispute resolution practitioner assists the parties to a dispute to identify the disputed issues, develop options, consider alternatives and try to reach an agreement about some issues or the whole dispute.
Examples of facilitative processes include mediation, conciliation, facilitation and facilitated negotiation.
 - **Advisory:** This process is where a dispute resolution practitioner considers and appraises the dispute and provides advice as to the facts of the dispute, law, and in some cases, possible or desirable outcomes and how the same may be achieved
Examples of advisory processes include: case appraisal, conciliation (where advice is offered or used) and (early) neutral evaluation.
 - **Determinative:** This process is a dispute resolution practitioner evaluates the dispute (may include the hearing of formal evidence from the parties) and makes a determination. Examples of determinative processes include: arbitration, expert determination and private judging.

3.8 APPLICATION OF ADR IN FRSC

Bearing in mind the various levels of administration in FRSC (RSHQ, Zonal Commands, Sector Commands, Unit Commands and Outposts), ADR should be implemented at all levels. All heads of departments, Corps offices and Commanding Officers must be acquainted with ADR processes and procedures which is enshrined in Standard Operating Procedure (SOP) on ADR.

3.9 THE ROLE OF HODs/CORPS OFFICES/COMMANDING OFFICERS/LEGAL OFFICERS IN HANDLING ADR IN FRSC

- a. Commanding Officer receives complaint from aggrieved party in the form of petition or pre-action notice, which must be acknowledged immediately and complainant assured of investigation and feedback to him.
- b. HOD/Commanding Officer directs a team comprising Legal Officer, Intelligence Officer, SERVICOM Nodal Officer/Desk Officers and Head

of Operations to conduct investigation on the matter and report back to him within 48hrs.

c. If the team's report indicts our men and proceeding with such a case would be detrimental to reputation, morale or cost-wise to the interest of FRSC, HOD/CO shall request and obtain Corps Marshal's approval through CLA for conduct of ADR within 74hrs.

d. If approved, HOD/CO convene an ADR meeting between members of the Corps and the Parties involved. CO or Legal Officer shall mediate in the ADR and prepare report within 48hrs to the Corps Marshal through the CLA.

e. When a matter is pending in court and further proceedings appear detrimental to FRSC interest, Legal Officer/Counsel brief CO who seek and obtain CLA's consent to conduct ADR within 48hrs of receipt of the brief.

f. The Legal Officer/Counsel handling the matter shall mediate in ADR and forward a report to the Corps Marshal attention CLA, through the Supervising authority for further directives within 48hrs of conclusion of ADR.

What to do when ADR Fails

a. For a matter that has not gone to court, if ADR fails either of the parties who feels aggrieved may initiate an action in court. In the case of FRSC, the Corps shall through its Legal Officers or any external solicitors immediately institute an action in court for redress within 48hrs.

b. For a matter that is before a competent court; and the Judge in his wisdom, adjourned the case based on the application of either of the parties to engage in ADR, if the ADR is successful the parties shall return to court on the adjourned date to file the terms of settlement on which basis the court shall deliver its judgment. However, if the ADR fails the parties shall return to court on the adjourned date and report the failure of ADR thereafter the court shall hear the matter on its merit.

3.10 OBSERVATION ON ADR USE IN FRSC

It could be observed that most ADR cases are used externally leaving the internal stakeholders (Staff) aloof. Where they press further, they may be

classified as cantankerous and indisciplined; asked to wait for their time. Who knows when the time will ever come?

3.11 REPORT OF ADR

All activities carried out in FRSC must be accompanied with a report. The same goes for ADR. Such reports are expected monthly, quarterly and annually. Below are the formats for use.

MONTHLY REPORTING FORMAT

LEG 001

S/N	COMMAND	DATE	NAME OF PARTIES	ISSUES FOR THE ADR WITHIN THE MONTH	MONTHLY STATUS/ RESOLUTION (CONCLUDED/ ONGOING)	ADR FAILED/ REVERTED BACK TO COURT	HANDLED BY

SUMMARY OF THE ADR REPORT:

TOTAL NUMBER OF ADR CONDUCTED.....

TOTAL NUMBER OF ADR ONGOING.....

TOTAL NUMBER OF ADR CONCLUDED.....

TOTAL NUMBER OF ADR FAILED/REVERTED BACK TO COURT.....

QUARTERLY

REPORTING

FORMAT

LEG 002

S/N	COMMAND	DATE	NAME OF PARTIES	QUARTERLY ISSUES FOR THE ADR	QUARTERLY STATUS/ RESOLUTION (CONCLUDED/ONGOING)	ADR FAILED/ REVERTED BACK	HANDLED BY
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						TO COURT	

SUMMARY OF THE ADR REPORT:

TOTAL NUMBER OF ADR CONDUCTED.....

TOTAL NUMBER OF ADR ONGOING.....

TOTAL NUMBER OF ADR CONCLUDED.....

TOTAL NUMBER OF ADR FAILED/REVERTED BACK TO COURT.....

ANNUAL REPORTING FORMAT

LEG 003

S/ N	COMMA ND	DA TE	NAME OF PARTI ES	ANNU AL ISSU ES FOR	ANNUAL STATUS/ RESOLUTION (CONCUDED/ON GOING)	ADR FAILED / REVER TED	HANDL ED BY
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				THE ADR		BACK TO COURT	

SUMMARY OF THE ADR REPORT:

TOTAL NUMBER OF ADR CONDUCTED.....

TOTAL NUMBER OF ADR ONGOING.....

TOTAL NUMBER OF ADR CONCLUDED.....

TOTAL NUMBER OF ADR FAILED/REVERTED BACK TO COURT.....

CONCLUSION: ADR is a veritable tool that should be used internally and externally at all levels of FRSC administration. Issues should not be allowed to degenerate to the point of instituting a court case. Internally there are many aggrieved staff waiting for an opportunity to air out their grievances to an external third party who is not a member of the Corps, after many letters of complaints to the appropriate authority. This may not be good enough for the reputation and image of the Corps.

4. FRSC EDUCATION POLICY

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

4.1 IMPORTANCE OF TRAINING

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

4.2 GUIDELINES FOR TRAINING PROGRAMMES IN FRSC

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

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

4.3 TYPES OF COURSES

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

a. Short Duration Courses

- i. These are training programmes not exceeding six (6) months which shall be handled by FRSC Training Institutions (Academy & Training School). Apart from this, staff may be nominated and sent to Universities/ Government institutions offering similar short duration courses such as:
- ii. Centre for Management Development (CMD)
- iii. Civil Service College (CSC)
- iv. National Information and Technology Development Agency (NITDA)

- v. Digital Institute
- vi. Nigerian Army School of Supply & Transport
- vii. TV College/Nigeria Film Institute
- viii. Public Service Institute of Nigeria
- ix. Citizenship & Leadership Training Centre.

b. Part-Time Courses

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

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

c. Foreign Courses

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

4.4 ATTAINABLE QUALIFICATIONS

Courses undertaken shall lead to the award of the following:

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

4.5 EDUCATIONAL SPONSORSHIP IN FRSC

TYPES OF SPONSORSHIP

- Full Sponsorship
- Partial Sponsorship

- Study Leave Without Pay

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

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

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

Staff on full sponsorship shall also:

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

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

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

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

5. 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

5.1 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.

5.2 CHARACTERISTICS OF WRITING

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

5.3 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).

5.4 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.

5.5 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.

5.6 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.

5.7 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

5.8 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

5.9 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

5.10 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

6. 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.

6.1 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.

6.2 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*

6.3 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.

6.4 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.

6.5 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.

6.6 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.

6.7 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.

6.8 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.

6.9 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.

6.10 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.

6.11 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.

6.12 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.

6.13 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.

6.14 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.

6.15 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.

7. ISO 9001:2015 QMS

7.1 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).

7.2 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.

7.3 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.

7.4 What does ISO 9001:2015 cover?

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

7.5 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.

7.6 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.

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.F 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 to 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. RESEARCH AND STATISTICAL SURVEY IN FRSC

Research is defined as the creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understandings. This could include synthesis and analysis of previous research to the extent that it leads to new and creative outcomes.

Why do Research?

We conduct research because we want to explore ideas and find solutions that make sense. In doing so a person thinks, constantly assesses, reassesses and makes decisions about the best possible means of obtaining information that is trustworthy. The essence is to take informed decisions on a particular issue.

9.1 RESEARCH TYPES

When carrying out research, our purposes are different. Therefore, research types will vary according to our purposes. The major research types will fall under:

- a. Application
- b. Objectives
- c. Inquiry mode
- d. Mixed method research (sometimes)
 - i. **Application (Pure and Applied Research)**

Applied research is "hands-on", which means that the researcher is actually working with the topic/subjects while conducting the research. Generally, applied research focuses on "practical problems" such as climate change in order to come up with solutions to better or improve an existing condition.

Basic research is often considered, researching for the sake of increasing knowledge as opposed to applied where the research truly is intended to solve a problem. Basic Research is often called "pure" research and is considered the foundation for applied research.

- ii. **Objectives (Descriptive, Co-Relational, Exploratory and Explanatory)**

- **Descriptive research** is also called statistical research. The main goal of this type of research is to describe the data and characteristics about what is being studied. The idea behind this type of research is to study frequencies, averages, and other statistical calculations. Although this research is highly accurate, it does not gather the causes behind a situation.

- **Correlation research** measures the relationship between two or more variables or gives an indication of how one variable may predict another.
- **Exploratory research** is a type of research conducted because a problem has not been clearly defined. Exploratory research helps determine the best research design, data collection methods, and selection of subjects. Given that it is fundamental in nature, exploratory research often concludes that a perceived problem does not actually exist.
- **Explanatory research** explores "why," and attempts to explain as the purposes of explanatory research. It builds on exploratory and descriptive research and further identifies the reasons for something that occurs. It looks for causes and reasons.

iii. Inquiry Mode (Qualitative and Quantitative)

The inquiry mode of research can be categorized as qualitative and quantitative:

- **Quantitative:** A quantitative approach is one in which the investigator primarily uses post-positivist claims for developing knowledge (i.e. cause and effect thinking, reduction to specific variables and hypotheses and questions, use of measurement and observation, and the test of theories).

Quantitative research:

- ✚ Means the data is analysed in terms of numbers.
 - ✚ Involves the collection of numerical data.
 - ✚ Predicts and explains data in the form of statistical analysis.
 - ✚ Uses the numerical method to analyse and interpret the results.
 - ✚ Finds out the relationship among quantifiable variables and the results are inferred.
- **Qualitative** : A qualitative approach is one in which the inquirer often makes knowledge claims based primarily on constructivist perspectives (i.e. the multiple meanings of individual experiences, meanings socially and historically constructed, with an intent of developing a theory or pattern) or advocacy/participatory perspectives (i.e. political, issue-oriented, collaborative or change oriented) or both. qualitative researchers study things in their natural settings, attempting

to make sense of or interpret phenomenon in terms of the meanings people bring to them.

Characteristics of Qualitative Research

- a. Takes place in the natural setting
- b. Uses multiple methods that are interpretive
- c. Is emergent rather than tightly prefigured
- d. Fundamentally interpretive (role of researcher as interpreter)
- e. Researcher views social phenomena holistically
- f. Researcher systematically reflects on who he or she is in the inquiry and is sensitive to his or her personal biography and how it shapes the study
- g. Researcher uses complex reasoning that is multifaceted, iterative, and simultaneous
- h. Researcher adopts and uses one or more strategies of inquiry.

9.2 RESEARCH METHODS

- a. Interviews
- b. Focus groups
- c. Participant observation (field notes)
- d. Video
- e. Text and Image analysis (documents, media data)

9.3 RESEARCH PROCESSES

- a. Select an interesting research topic
- b. Formulation of working hypothesis
- c. Literature review
- d. Deciding on the data source
- e. Collection of relevant data
- f. analysis of data
- g. Interpretation of results

9.4 ROAD SAFETY RESEARCH

- a. Causes and rate of RTC
- b. Speed limits across various roads
- c. Measurement of delays at intersections
- d. Survey on bac
- e. Causes/ effects of night travels
- f. Economic implications of RTC

- g. Survey on black spots, etc.

9.5 CHALLENGES OF ROAD SAFETY RESEARCH

- a. Inadequate Funding
- b. Non-deployment of research findings
- c. Faulty Data
- d. Lack of qualified statisticians

9.6 TYPES OF SURVEY

- a. *General Purpose Survey:* Here, we may obtain data which are useful for several purposes e.g. population census. Population census provides information not only about the total population but about its divisions into males and females, literates and illiterates, employed and unemployed, age distribution, etc
- b. *Special Purpose Survey:* A special purpose survey is that in which data obtained are useful in analyzing a particular problem only e.g. Traffic survey, origin-destination survey, parking surveys etc.

9.7 STAGES (COMPONENTS) OF STATISTICAL SURVEY

a. Planning the survey

- i. Purpose of the Survey or the statement of the problem.
- ii. Scope of the Survey.
- iii. Units of data collection.
- iv. Sources of data (primary, secondary or both).
- v. Techniques of data collection (sample or census & if sample, the method of sampling).
- vi. Choice of a sampling frame or construction of a sampling frame, if none is available.
- vii. Miscellaneous considerations
- viii. Limitations

b. Executing the Survey

- i. Setting up an administrative organization
- ii. Design of Forms
- iii. Selection, training and supervision of the field investigators
- iv. Control over the quality of the field work and field edit
- v. Follow up of non-response
- vi. Processing of Data
- vii. Preparation of report

9.8 STATISTICAL SURVEY

A statistical survey passes through several stages before completion, starting from planning and ending with writing the final report. These stages can be summarised under two broad headings:

- a. Planning the Survey
- b. Executing the Survey.

9.9 WHAT IS TRAFFIC SURVEY?

Traffic Survey is a detailed study of the traffic conditions of an area or section with a view to assessing the traffic prospects and the financial implications of new line projects, restorations and other traffic facilities. For a range of planning purposes traffic survey is useful for the following:

- a. To calculate historical trends
- b. To calculate hourly, daily, and seasonal variation factors
- c. To provide a summary of the existing system, in terms of supply, demand, and performance
- d. To identify existing problems;
- e. To determine the timing and sample rate of further surveys;
- f. As a base for predicting future demand and performance, in order to plan improvements

9.10 TYPES OF TRAFFIC SURVEY

a. **Road Inventory Survey:** This is a database (or computer disc) containing traffic information needed to answer legal questions or to provide quick and accurate answers to whatever complexities in traffic management with ease. The inventory should contain at least the following basic information:

- i. Name of the road
- ii. Status (could be a town way or a privately-owned road)
- iii. Width
- iv. Approximate Length

b. **Traffic Volume Survey**

Collect data on the number and types of vehicles passing a specified point on a link (link counts), or making specified movements at a junction (turning counts). Volume of traffic is expressed as a rate of flow, usually either as vehicles per hour (veh/h) or vehicles per day (veh/day) which is often converted into the value "AADT" (Annual Average Daily Traffic).

c. **Origin-Destination Survey:** When a new road is being planned, or extensive improvements are to be carried out to an existing road, or a

bypass is under consideration, the amount of traffic likely to use it cannot be ascertained from a simple census and it may become necessary to collect information about the origin and destination of traffic passing through the main area in which the road is situated

d. Spot Speed Survey: The speed of vehicles can be measured instantaneously (spot speed), or averaged over distance or time. The spot speed of a vehicle varies continuously, as the vehicle accelerates or brakes. Spot speed data is used to:

- i. Determine observance of, and suitability of existing speed limits.
- ii. Establish suitable new speed limits.
- iii. Determine a suitable design speed for geometric design of the highway
- iv. Provide information for use in road safety and enforcement programs
- v. Assist the location of certain traffic signs
- vi. Determine speed-flow relationships and traffic densities

e. Network Speed and Delay Survey: Average network travel times and journey speeds are a major measure of road traffic performance. Not only are they an indication of existing road link and network performance, but they help identify specific congestion spots and are important as an input to traffic models and road investment appraisals.

f. Junction Delay Survey: Delay is extra journey time incurred when a vehicle is impeded, in excess of the journey time. Most delays in an urban area arise at junctions or accesses. Junction delay is a measure of junction performance, usually presented in the form of average delay per vehicle. Two survey techniques are used in a junction survey:

- i. Stopped Vehicle Count Method (counting the number of stationary queuing vehicles at fixed time intervals)
- ii. Elevated Observer Method (timing sampled individual vehicles from a high vantage point)

g. Parking Survey: Parking surveys provide the data upon which the parking policy for an area can be decided. The provision of parking is obviously a major factor, primarily for private cars, in the accessibility of an area. Car parking spaces can be classified as:

- i. On-street or off-street
- ii. Public (i.e. available to the public) or private

iii. **Formal** (i.e. marked and controlled spaces) or informal.

h. **Pedestrian survey:** The main objective of Pedestrian survey is to assess the pedestrian flow along and across the intersecting arm at junctions and mid blocks to suggest improvement for safe movement of pedestrians. Special pedestrian survey needs to be conducted when the alignment passes by such locations, e.g. school, Hospitals, well, etc.

i. **Intermediate public transport operator survey:** The objective of this survey is to understand the need of public transport user characteristics (origin, destination, mode, trip length and travel cost). This survey is aimed at finding out when, where, how often and why people use buses and trains to evaluate the current services provided and to improve them where possible based on the results.

j. **Axle Load Survey:** Axle load survey is needed to generate data for pavement design.

9.11 PLACES WHERE SURVEY CAN BE CONDUCTED

a. **Toll Plaza Ticketing:** This process is very efficient for the collection of revenue; it may also be used for conducting traffic survey.

b. **Registration Offices:** Every new vehicle has to be registered with the government when it is bought by its owner.

c. **Statistical approach:** This method is applicable when past records of countries are maintained, and using statistical approaches, informed decisions can be made about future.

d. **By interviewing:** Traffic survey interview requires knowledge about daily traffic density at different places at different times, which is cumbersome? Many transporters will not stop.

e. **Check posts:** Check posts are provided at the entrance and exit points of a city or a province to maintain the legal entry and exit so that thefts & other criminal cases could be avoided as far as possible. It's also used to conducted traffic survey.

f. **Global positioning system:** This technique involved vehicle fitted with chip that records data and sent such to the control room, also known as "*automated surveillance technique*"

9.12 IMPORTANCE OF TRAFFIC SURVEY

- a. Increase the efficiency and life of roads
- b. Reduces traffic volume at a particular section

- c. Provide better means for development of infrastructures
- d. Provide better means to utilize other roads in case of special events in the city
- e. Provide estimate of number of vehicles against number of persons.

9.13 DRAFTING A QUESTIONNAIRE

The success of the questionnaire method depends to a large extent in proper drafting of the questionnaire. The following principles can be followed:

- a. Polite covering letter should be sent to the respondent with the questionnaire.
- b. Number of questions should not be very large
- c. The questions should be short and clear
- d. If opinion of respondent is sought on an issue, question should be so framed
- e. Questions of a personal nature should not be asked
- f. Question, which hurts the sentiments of the respondents should not be asked.
- g. There should corroboratory questions to crosscheck answers
- h. Questions whose answers require calculations should not be generally asked.
- i. The questionnaire should look attractive and impressive.
- j. Every question must relate to and relevant to research questions and hypothesis.

9.14. PRE- TESTING A QUESTIONNAIRE

Before the questionnaire is finalized it is always worthwhile to pre-tested because:

- a. To know the type of response that we may ultimately get from the respondents.
- b. To detect in appropriate questions and may need a change
- c. To clarify some concepts
- d. To find out the co-operation of respondents

9.15 TECHNIQUES OF DATA COLLECTION

There are two important techniques of data collection, namely

- a. Census Technique
- b. Sample Technique

The choice of technique depends on a number of factors such as:

- i. Availability of resources;
- ii. The time factor;
- iii. The degree of accuracy desired; and
- iv. The nature and scope of the problem.
- v. Degree of Accuracy Desired

The investigator has to decide about the degree of accuracy that he wants to attain. It may be pointed out that absolute accuracy is seldom possible in statistical work because Statistics are based on estimates. Tools of measurements are not always perfect. There is unintentional bias on the part of the investigator, numerator or informant.

Miscellaneous Considerations

Consideration should be given to various other matters such as whether the enquiry is:

- i. Official, semi - official or non-official
- ii. Confidential or non-confidential
- iii. Regular or ad-hoc
- iv. Initial or repetitive
- v. Direct or Indirect

An official survey is conducted by or on behalf of the Federal, State or Local Government, a semi - official enquiry by bodies which have government patronage and non - official enquiry by private bodies or individuals.

General report highlights the following:

- a. Statement of the purpose of the survey
- b. Description of the coverage
- c. Collection of Information
- d. Numerical Results
- e. Accuracy attained
- f. Miscellaneous Considerations

Technical report includes the following:

- a. Specification of frame
- b. Design of the Survey
- c. Personnel and Equipment
- d. Statistical analysis and computational procedure
- e. Comparison with other sources of information
- f. Observation of Technicians

EXAMPLE:

In a 52-hour traffic count survey, the numbers of vehicles counted per hour along Udi-Onitsha Highway are presented below:

24	25	27	26	22	23	24	25	24	25	24	23	26
28	24	25	23	24	25	25	24	25	25	22	27	28
27	26	25	24	25	28	26	25	27	25	24	27	24
25	25	24	25	24	26	27	25	27	26	25	28	26

Questions

- Construct the distribution table for this report, using statistical tally.
- Based on your frequency distribution table determine the mean, median and mode.
- Illustrate this report by a simple Bar Chart.

SOLUTION A:

X	TALLY	FREQUENCY
22	II	2
23	III	3
24	IIIIIIII II	12
25	IIIIIIII IIII II	17
26	IIII II	7
27	IIII II	7
28	IIII	4
Total		52

SOLUTION B:

X	FREQUENCY(f)	xf	cf
22	2	44	2
23	3	69	5
24	12	288	17
25	17	425	34
26	7	182	41
27	7	189	48
28	4	112	52
TOTAL	52	1309	

Mean; $\Sigma fx / \Sigma f = 1309 / 52$

=25.17

=25(approximately)

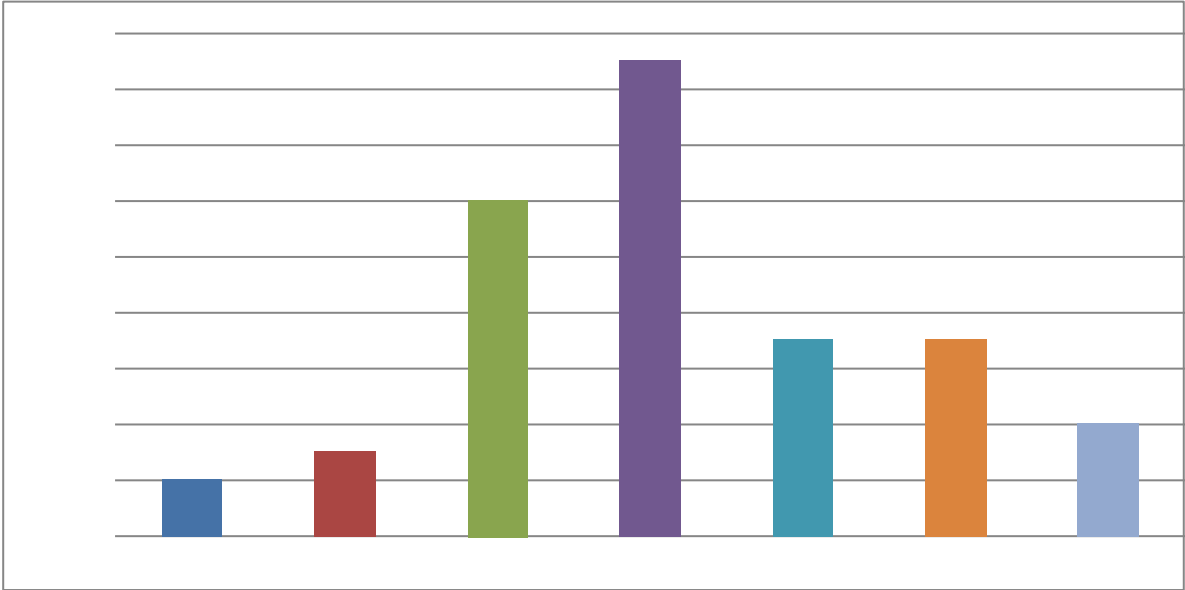
Mode = 25 (Since 25 had the highest frequency)

Median:

X	Ranking
22	1 st
23	2 nd
24	3 rd
25	4 th
26	5 th
27	6 th
28	7 th

Median = 25: since the 4th ranked data is at the middle of the sample as shown on the table

The Bar Chart



10. REGIMENTAL DINNER IN FRSC

The Regimental Dinner is one of the most important traditions of the Armed Forces and the Para- military. The Regimental Dinner is a parade. Therefore, it is an official function at which dress, time of assembly, attendance, and other details shall be specified and have the legal standing of Part One Orders. The Regimental dinner can be considered a special or ceremonial occasion, carried on from the days when officers dined formally every evening. The traditions and ceremonies observed during the dinner have evolved over time but the basic rules of conduct observed are those of polite society. The sequence of events, and the customs and traditions observed when dining should be made available to all personnel and guests if possible.

10.1 OFFICIAL HOST - The Official Host of the Regimental Dinner shall normally be the Commanding Officer of the organization or Command sponsoring the dinner or his/her representative.

102. GUEST OF HONOUR - The Guest of Honour, if there is one, shall be escorted to the mess by the Official Host, or met at the entrance of the mess if circumstances make this more appropriate.

10.3 PMC GREETING - The PMC shall meet the Official Host and the senior guest, if applicable, in the foyer of the mess and shall escort them into the ante-room where he/she shall present them to the mess membership.

10.4 MESS DINNER PROCEDURES

a. Assembly - The assembled personnel shall face the official host and the senior guest and remain attentive until the host has acknowledged their assembly by stating "Good day, (ladies and) gentlemen", or by other appropriate remarks such as introducing the senior guest.

The assembled personnel may then proceed to cocktails, ensuring that all guests have been served first. Individual members may be assigned to act as escorts to other guests as a matter of courtesy.

All guests should be introduced by their escorts to as many of the other members present as feasible. All attendees, to the extent that numbers and time permit, should come forward and pay their respects to the Official Host and the senior guest.

Smoking is not permitted within the confines of the mess.

b. Mess Call: A trumpeter or Piper, when available, shall make the appropriate calls to announce dinner.

Following the second call, the PMC shall escort the Official Host to the head table or, if a Guest of Honour is present, the PMC shall escort him/her to the head table, followed by the Official Host, who shall escort the next senior guest. Other guests and their escorts should then follow, and the remainder shall parade into the dining room.

The Vice-PMC shall ensure that all personnel move quickly into the dining room and shall take his/her position as soon as all personnel have entered the dining room. Once assembled personnel have taken their position behind their respective seats, the Chief Steward shall discretely advise the Vice-PMC that everyone is present.

At that point the PMC shall rap his/her gavel and ask the padre, or a previously designated member (quite often the most junior member present), to say grace or any 'unit prayer' as may have been practicable before the dinner. At the completion of grace, all shall be seated.

c. Chief Steward: The Mess Manager or designated Chief Steward shall oversee the serving of dinner and wines and ensure that service in the dining-room is as quiet and as unobtrusive as possible.

10.5 DINNER ETIQUETTE: The dinner proper is a time to appreciate the fellowship and conversation of senior officers present.

Senior officers, PMC, fellow personnel and guests will be served good food and wine, and to enjoy relaxed formality in an elegant setting.

It is important that the unique atmosphere of the Regimental Dinner not be disturbed or degraded in any way by immature or offensive behaviour.

If back-ground music is to be played, it must be discrete so that it will not interrupt or override conversations. The PMC is to ensure that a high standard of decorum is maintained, if necessary by expelling any member whose behaviour is unacceptable. No one may leave the dining room without first obtaining permission from the PMC.

a. ALCOHOLIC BEVERAGES: In keeping with enlightened social attitudes, dinner attendees are perfectly free to decline the consumption of alcoholic beverages. It is entirely appropriate to drink toasts in water or fruit juice; these should be available on demand. For those who choose to consume wine, port or liqueurs, moderation is obligatory. Beverages of any types will not be brought into the dining room by attendees - at any time during the dinner, break, or speeches.

b. BREAK: On occasions where lengthy after-dinner formalities such as speeches and presentations are scheduled, the PMC may decide that a short break is needed. Depending on several factors including but not limited to, number of servers, expected length of speeches, number of dinner attendees, etc., the PMC may choose to have the break before or after the passing of the port.

Service may be delayed until all diners have returned to their chairs.

Diners having to leave the dining room shall do so quietly and in an orderly manner.

At the expiration of the break, the PMC shall rap his/her gavel for attention. Note for the break, the PMC shall announce; the head table members will leave the dining room first.

c. PASSING THE PORT: After the last course has been served and the tables have been cleared or after the break, port decanters shall be placed on the tables. The Mess Manager or person acting as Chief Steward shall indicate to the PMC that the port is ready to be passed. At that point the stoppers shall be removed, and the PMC will indicate that the port may be passed by pouring a small amount of port into his/her glass, tasting it, and passing the decanter to the left. Port decanters shall be passed to the left, and the decanter shall not be placed on the table until it requires replenishment or has reached the end of the table. Once port has been poured into the glass, it shall not be touched until it is time for the Loyal Toast. If a Piper is present, he/she will pipe in the port.

d. LOYAL TOAST: When the Mess Manager, or person acting as Chief Steward, has indicated to the PMC that all have been served port, the PMC shall rap his/her gavel for attention, all conversation shall cease, the PMC shall rise, and shall announce to the Vice-PMC, "Mr. Vice, The Loyal Toast". The Vice-PMC will then rise and say "(ladies and) gentlemen, "To the President, Commander-In-Chief of the Armed Forces Federal Republic of Nigeria". All repeat after Mr. Vice. The first stanza of the National anthem is played by the band while everyone remains standing and at attention. After the anthem, drinks are taken and everybody take their seat.

e. OTHER TOASTS: When foreign head table guests are present, it is appropriate to toast the head of state of each such foreign guest. When foreign guests are present from countries belonging to the British Commonwealth, the Loyal Toast to the Queen will suffice.

When a number of non-commonwealth nations are represented, a collective toast is appropriate, eg, "(ladies and) gentlemen, the heads of state of those nations here represented". In this case, the National Anthem of all the countries in the collective toast will not be played. A member of a foreign force who is undergoing training with the FRSC, or filling a vacancy in FRSC foreign mission, should not be considered an official representative of his/her country at a Regimental Dinner unless he/she has been so delegated.

For Marches - When you hear the March that represents your Command and or Branch, each assembled guest shall stand to attention, and once the march has been played shall pick up their glass and take the salute. It is also permitted that if you have served with a branch to stand up and participate in the toast.

f. ABSENT FRIENDS, FALLEN COMRADES: Depending on the reason for the Regimental Dinner, the PMC may find it appropriate to include a reference to absent friends and fallen comrades. This could take various forms including a toast, or a moment's silence, or a small ceremony in front of a place setting with an empty chair, etc.

10.6 INTRODUCTION BY PMC: At the beginning of the dinner the PMC shall introduce the head table. After the last toast, coffee and/or liqueurs and or cheese tray may be served. If the Piper was not toasted earlier, this is the correct time to do so. It is also customary for the PMC and/or the host to recognize the serving staff and drink a toast with the Chief Cook. This is the most appropriate time for this toast, as there is no more serving to take place. This toast will precede the speeches. The PMC should also recognize the Band, if in attendance, at this time. The PMC will then make any announcements appropriate to the occasion, and introduce the Official Host if the latter wishes to speak. The Official host will introduce the Guest of Honour. The PMC, Official Host and Guest of Honour are not to be interrupted during their remarks.

10.7 DEPARTING THE DINING ROOM - When all speeches have been concluded and the Official Host has indicated to the PMC that it is time to depart the dining room, all in attendance shall rise and remain standing until the Official Host, Senior Guest, PMC, and head table guests have moved from the dining room.

10.8 AFTER THE INNER ENTERTAINMENT - After adjournment to the anteroom, the formal aspects of the Dinner are considered to have been concluded. The Official Host and guests may engage in conversation or such games

and skits as may be appropriate to the mess and the occasion. This informal aspect of the mess dinner should counter-balance the preceding formality. There is considerable scope for enjoyment within the broad parameters of avoiding obscenities, insults, destructive activities, or gambling. Good humour and camaraderie should be the theme in arranging post-dinner activities. Some personnel and guests will wish to continue with conversation; one of the benefits of a mess dinner is that it should provide the time and setting for frank, open discussion, particularly between senior and junior personnel.

Again, while senior personnel should permit latitude and encouragement for this kind of communication, rudeness and deliberate offensiveness will not be tolerated.

10.9 TRADITION - Regimental Dinners are special events in our way of life and steeped in tradition. The amount of tradition that is followed varies from unit to unit.

10.10 DRESS: The dress to be worn at the dinner should be specified in advance on the dinner invitation.

All members coming into the Mess must be properly dressed at all times. Unless otherwise directed, the following are the acceptable mode of dressing in the Mess

- a. All Officers turn out for dinner in Mess kit (no 3 dress).
- b. Lounge suit
- c. Complete national dress
- d. Long sleeve shirt and trouser with tie
- e. Safari suit
- f. Buba and trouser with cap to match
- g. Kaftans, trouser with cap
- h. Dress for normal occasion after working hours and weekends shall be informal but presentable and befitting of an Officer status
- i. Sportswear may be worn in the Mess for a short period after games to 1900hrs except if special permission is given
- j. Wearing bathroom slippers, shorts etc in the Mess by any person is strictly forbidden
- k. The use of web belt into the Mess is not allowed. Note that (b to g) above are not for officers who are resident in the command but for visitors and officers of other services.

10.11 THE PRESIDENT AND THE VICE PRESIDENT

The President Mess Committee (PMC) is normally the President of the dinner, although any officer or member could be called upon to act as President. There is

no rank at a Regimental Dinner, so the President presides over all diners regardless of rank, seniority or classification. During the dinner the President may discipline any diner for misbehaviour. He normally occupies center of the head table. When there is no head table the President normally sits in the seat nearest the door.

The Vice-President is subordinate to the President during dinner. In a large mess with more than one table, there should be a Vice-President seated at each table. If there is only a single table, the Vice-President would be seated at the President's right and farthest away from him/her.

10.12 TRADITIONAL MESS DINNER TIME

The traditional time for dinner is "1930 for 2000", meaning that cocktails are scheduled for 1930 and the Dinner is started at 2000. This is the traditional mess dinner time, though some messes might adjust this time based on certain requirements.

The half hour set aside for cocktails is for guests to review the seating plan and mingle. Sherry is the traditional pre-dinner drink, chosen for it being a fortified wine which serves as a good "warm-up" for the wine that will follow.

10.13 THE SEATING PLAN

The mess dinner seating plan is normally arranged in advance and displayed prior to the dinner. As well, individual place settings at the table should be marked with a name card.

When creating the seating plan, the following rules/guidelines should be adhered to:

- Shifting places is not permitted;
- Guests shall normally sit to the right of their hosts. If there is a situation where a member is hosting two guests, than he/she shall sit between them;
- Guests should not sit beside each other if it can be avoided;
- The President would normally be host to the guest of honour, who would be seated to the President's right. If there are other honoured guests, a Vice-President or other members may act as hosts.
- The success of a dinner is often related to the amount of time spent on the seating plan. Therefore the organizer should:
 - Carefully consider each person attending the dinner;
 - Avoids concentrating junior or senior members;
 - Considers the personalities involved and distribute the more witty and outgoing individuals to help liven up the entire group;

- Avoid placing long-winded or boring individuals as Vice-Presidents: and
- Consider the group and determine how best to separate couples, if it seems desirable to do so.
- If no seating plan is provided, or if the seating plan provides only for the President and mess guests, the diners shall take their places at the table without regard to rank or seniority.

10.14 THE DINNER

At approximately 1955, the senior steward would enter the room and report to the President: "Dinner is Served".

The President and his guest would then lead the way into the dining room. If a band is present it would strike up the traditional "The Roast Beef of Olde England", which was the tune which Nelson and his officers went to dinner by in the flagship on the eve of Trafalgar). The song is played as all the diners file into the dining room.

On entering the dining room, the President goes to his/her place and sits down immediately. The others then take their seats as they arrive at their places.

10.15 GRACE

The President then taps the table for silence. If there is a chaplain present, he/she will say "Grace". If there is more than one Chaplain in attendance, it should be agreed in advance who will say Grace.

If there is no chaplain present, the President would normally say Grace, however the duty could be assigned to any member at the dinner.

Although the person saying Grace may use his/her own wording, the prayer normally used by Presidents and other diners is traditionally "For what we are about to receive, thank God." Keep in mind that when a Chaplain is saying Grace he/she is not limited to these words and they may use any words that they feel appropriate.

10.16 SERVICE

Mess guests are served before the President and other guests before their hosts. The President should not delay starting a course, since other diners should wait to follow his lead. No dish should be removed until the last diner has finished eating each course.

No diner shall leave the table without permission. If a diner has been granted permission to sit down late, or to return to the table, he continues with the course then being served, unless he has the President's permission to eat the course he missed.

Each steward carries not more than two plates at a time. They will serve and remove with their left hand from the left side. However, wine and other beverages are always served and removed from a diner's right.

Though the table service provided at a formal dinner party may initially appear formidable, the basic rule of thumb for silverware is simply "start at the outside and work in."

The arrangement of utensils corresponds to the courses that will be served, and are placed in the order in which they will be used. On the right beginning at the outside is the soup spoon, fish knife, and dinner knife. On the left is the fish fork, salad fork and the dinner fork. The dessert spoon and fork are placed above the plate. A bread knife and teaspoon may be added.

There should be glasses placed for water, white wine, red wine and port. The stewards should ensure that the right wine gets to the right wine glass for each course.

10.17 TABLE MANNERS

- Diners should sit up straight at the table with their hands on their lap when not using table utensils. Elbows should never touch the table.
- Traditionally in the Armed Forces (Navy) diners who have officially been on a ship which navigated Cape Horn or the Cape of Good Hope may place one elbow on the table. In a rare occasion where a diner has crossed both Capes he/she may place both elbows on the table.
- The table napkin should be laid across the lap and not tucked into the tunic. At the end of the meal, the napkin should be laid on the table so that it can be taken away by the stewards as the table is cleared.
- When the soup course is served, the soup should be taken from the side of the spoon. A knife is never lifted to the mouth, or used for cutting bread or rolls. Bread shall be broken with the hands. The fork should be held in the left hand for the meat, and may be transferred to the right hand for vegetables. After the main course is finished the knife and fork are placed side by side on the plate to indicate that the plate may be removed.
- Additional fine points of table manners to be followed are:
 - Lumps of sugar are removed with tongs or a clean spoon
 - Tea or coffee cups are not held in the hand for long periods; after a short sip, they are returned to the saucer;
 - Teaspoons are not used to taste the tea or coffee, but rather to stir the ingredients; and
 - Toothpicks are not used at the table and should only be used in private.

- **NOTE:** The following rules are to be observed during regimental dinner night.
- Lateness is not allowed at dinner night.
- If there is any reason for lateness, the Officer concerned must explain to the PMC.
- During the pre-dinner drink, it is advisable to be modest with drinks as it smacks of indiscipline to leave the hall once the dinner commences.
- The Guest of Honour must be watched during dinner as Officers are expected to stop eating as soon as the Guest of Honour stops eating.

10.18 RULES OF ORDER

The tap of the President's gavel for "Grace" signals that the dinner has officially begun. Between that time and the "Loyal Toast" the following rules apply.

Without the President's permission, no one may:

- Come in and sit down at the table;
- Leave the table;
- Return to the table;
- Read (except the menu or the musical programme);
- Write; or
- Speak to anyone not dining (this does not apply to giving an order to a steward or receiving a message from him).

If a diner is near enough to the President to ask his permission regarding any item listed above, he does so; if he is too far away, he sends a steward to the President with the request. When he is coming to the table late, or is returning having left it, he always asks the President's permission.

Diners are not allowed to:

- Commence a course before the President;
- Smoke;
- Utter an oath or use foul language;
- Place a bet or wager;
- Discuss political or other controversial subjects;
- Talk "shop", also meaning that they are not to conduct normal work business while seated at the dinner;
- Speak in a foreign language (except when foreign guests are present);
- Tell "off colour" stories;
- Mention a woman's name unless she is a celebrity (The President's decision on the matter as on all others is final. This rule does not apply when ladies, other than female officers, are present);
- Mention a specific sum of money; or

- Propose a toast ("Cheers" or similar remarks or raising the glass as in greeting constitutes a toast).
- Whenever the President or Vice-President taps the table there must be silence until he has finished speaking.

10.19 DISCIPLINE

Misbehaviour or breaking the rules of order generally results in disciplinary action. The President has three options: order the culprit to leave the mess; fine him an appropriate number of drinks; or warn him.

The punishment will usually fit the crime. A diner is ordered to leave for a serious offence such as gross rudeness. For other offences, more light-hearted in nature, the offender is given a chance to exonerate himself by the use of his wits.

An officer coming to dinner late may have his excuse accepted; he may be refused permission to dine, or he may be fined. Fines vary from a single drink to drinks for all present. The President may award drinks to any diner or diners he chooses to name, including himself. If there is an offended party he is generally mollified by receiving payment of a fine. The Vice-President may warn or fine the President. Fines imposed on a guest must be paid for by his (or her) host.

without such permission, he himself may be fined.

The procedure for warning or fining is for the President to tap the table for silence, and say, for example:

"Mr. Hassan will have the honour of entertaining Mr. Bisi in the mess," or

"Mr. Mike will have the honour of entertaining the Vice-President of the port table," or

"Mr. Peter is warned."

There is no set phrase, but the expression "will buy a drink" is avoided.

The fines are never paid until after the toasts have been drunk, and no diner who has not drunk the toasts in wine may accept payment of a fine. Toasts may never be drunk in wine that is served in payment of a fine. Offenders honour fines in the mess after the dinner is over, and in the beverage of the recipient's choice. If a diner who was named as the recipient of the payment of a fine does not accept payment the fine is considered paid.

10.20 PASSING THE PORT

When the last course has been finished, the stewards clear the table of everything except the table decorations, sweep up all the crumbs and remove the napkins. If Port glasses are part of the original table setting, the port glasses should remain on the table.

Once the tables are cleared the senior steward should report to the President:
"Tables cleared, Sir."

The President would then tap his/her gavel for silence and then calls on the chaplain to "Give thanks." If no chaplain is present the President gives thanks in the customary way: "For what we have received, thank God."

After "Thanks" are given, the Port should be passed. Decanters of port, stoppers in, are placed before the President and each Vice-President. These decanters will be passed to all diners.

If there are no port glasses in front of each diner, port glasses shall be brought around by the stewards and set before each diner. Other dessert wines may be used instead of, or in addition to, the port.

Once the decanters are in place, the senior steward reports to the President:
"The wine is ready to pass, Sir."

The President then 'unstoppers' the decanters in front of him, as do the Vice-Presidents with decanters. The President passes his decanter to the left, and other officers do the same without serving themselves.

The decanters are kept at least one place apart as they move around the table. If no one is seated at the end of the table, the stewards move the decanters across it. Any diner who forgets to help himself before passing the port is out of luck since decanters move only to the left.

The port is passed by sliding the decanters along the table, reducing the risk of dropping them or spilling their contents. They may be raised from the table to pour. The practice of never lifting the decanters, even to pour, is an exaggeration of the passing method. There is absolutely no necessity to hold your glass below the edge of the table then tilt the decanter to pour while its base remains firmly on the table. The decanter can be picked up to pour in a normal fashion as long as it is placed back down and then remains touching the table as it is slid to the next diner on the table.

No-one is required to take port if they do not want it, but if it is to be taken, it must be taken on the first round of the decanters, or not at all.

In civilian toasts, if you do not have wine, your glass is filled with water. In the Navy, however, toasts are never made with water, as superstition says that the person toasted will die by drowning.

When the decanter arrives back at the President, or Vice-President, he/she should serve himself/ herself and then wait for the passing of the port to be completed on other tables. When the port passing has been completed the President should stoppers the decanter in front of him and the other's should do the same.

No diner should touch their port until the "loyal toast" has been proposed.

Guests, military or civilian, should follow the customs of the mess that they are visiting. Naval officers never clink glasses when they make a toast. The sound is reputed to be too much like the solemn toll of the ship's bell as the body of a sailor was committed to the deep. Thus, it is assumed that the clinking sound will herald the death of a sailor. Silencing a clink that has occurred, or quickly clinking a second time, is thought to confuse the devil enough that he might take a soldier instead.

a. TOAST OF THE DAY

Once the "Loyal Toast" has been proposed the formalities of the dinner are considered ended.

It was traditional for cigars and cigarettes to be passed out at this time, however current regulations do not allow smoking at Mess Dinners.

At this point, the President will call upon a member (usually the most Junior diner present) to propose the Toast of the Day. There is a different toast for each day of the week, and getting them confused is dealt with strictly! In fact, the President has the right to ask for any Toast of the Day regardless of the day on which the dinner is being held.

Although it is customary for the officer giving the toast to preface it with an applicable brief and witty preamble, those who can be neither witty nor brief are cautioned against attempting the effort.

A list of the Toasts of the Day are found [here](#)

After the Toast of the Day is complete other toasts may be entertained, on the discretion of the President.

b. AFTER DINNER

The Guest of Honour, PMC and other Officers go out to appreciate the band by conducting the band.

Another custom in the Service is for the President to invite the bandmaster (if present) and the chief cook to join him in a glass of port.

Chairs are provided and a toast may be proposed, after which they stay for a portion of the evening. The senior steward may also be invited, but

normally he/she will still be busy with his/her duties. Stewards and kitchen staff may also be thanked at this time.

Port may be passed one more time and then be left unstopped for the remainder of the dinner.

Repartee, speeches and explanations are normally left until the end of dinner, after the toasts, when everyone has been well-wined and dined.

This is not the time for a serious or lengthy speech, unless the speakers' itinerary precludes another opportunity to address the group.

The guest of honour normally makes the final speech of the evening, and everyone is expected to listen attentively.

Since points of order may be confusing to non-military guests, speakers usually use common sense and good taste in consideration for them.

c. ADJOURNMENT

The President may suggest to the guest of honour and others at the head table that they adjourn for coffee and liqueurs. When he rises the diners should stand and remain standing until he has left the room. Diners are expected to join the President and the Guest of Honour without undue delay.

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.

13.10 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. CONTEMPORARY DEVELOPMENTS IN FRSC

13.1 The FRSC: Commission & Corps / Key Responsibilities

The **Commission** is headed by a Chairman with five (5) members and the Corps Marshal. It is saddled with the responsibility of making policies.

The **Corps** is headed by the Corps Marshal supervises the activities of Departments, Corps Offices, Special Units, and Field Commands. The Corps implements the policies made by the Commission.

13.2 CORE FUNCTIONS OF THE CORPS

The core functions of the Corps include:

- a. Prevent or minimize accidents on the highways
- b. Clear obstructions on the public highways
- c. Educate all road users on the proper and safe use of the highways
- d. Provide prompt rescue services to road traffic accident victims
- e. Conduct research on causes and prevention of Road Traffic Accident and implement results of such research.
- f. Determine and enforce speed limits to all categories of vehicles according to the classes of roads
- g. Cooperate with Bodies, Agencies, and Groups engaged with road safety management locally and internationally.
- h. Any other duties that the Federal Government may assign from time to time

13.3 CORPS FORMATIONS

- a. 12 Zonal Commands
- b. 37 Sector Commands
- c. 223 Unit Commands
- d. 56 Outposts
- e. Command & Staff College
- f. Academy
- g. Marshal Inspectors Training School
- h. Road Marshal Asst. Training School
- i. 13 Staff Clinics
- j. 2 Cottage Hospitals
- k. 221 Driver License Centres /Work Stations
- l. 3 Medical Centers
- m. 2 Print Farms
- n. 3 Number plate Production Centres

- o. 6 Mini-Number Plate Plants
- p. 1 Signage Plant
- q. 53 Zebra Points
- r. 2 NVIS Clinics
- s. 1 Sick Bay
- t. 764 Station Offices
- u. 29 Help Areas / RTC Clinics

14.4 COMMAND HIERARCHY

S/No	COMMAND ORDER
1	HEADQUARTERS
2	ZONAL HEADQUARTERS
3	SECTOR COMMANDS
4	CORRIDOR COMMANDS
5	UNIT COMMANDS
6	OUTPOST COMMANDS
7	STATION OFFICES

13.5 LIST OF NEW MODEL COMMANDS

The Corps has its permanent structures in the following states:

- a. Kwara
- b. Kano
- c. Ebonyi
- d. Zamfara
- e. Osun
- f. Oyo
- g. Ekiti
- h. Kogi
- i. Akwa Ibom
- j. Delta
- k. Edo
- l. Nasarawa

- m. Cross River
- n. Gombe
- o. Taraba
- p. Kebbi

13.6 THE FRSC WEBSITE



It is safe for all Call Centre Operators and Front Desk Staff to direct all enquires to the FRSC Website since it has enormous information on Road Safety.

Information available for public dissemination includes:

- a. Corporate Strategic Goals
- b. FRSC Corporate Performance (Score-Card)
- c. NRSS (I&II)
- d. Corps Marshal Presentations and Speeches
- e. FRSC Presentations by Management Members and Staff
- f. Annual Reports
- g. Statutes Books e.g. FRSC (Establishment) Act, 2007, NRTR, etc.
- h. Seminars and Conferences
- i. Court Rulings
- j. Annual Lecture Series
- k. Publications from FRSC formations
- l. Road Transport Safety Standardization Scheme
- m. Driving School Standardization Programme, NDL, IVP
- n. Health Talk
- o. FRSC Housing Voice
- p. Events
- q. Forms

13.7 CORPORATE GOALS



FRSC 2021

Corporate Strategic Goals

- 1** Minimize the Risk of Death in Road Traffic: Reduce;
 - RTC by 15%
 - Fatality by 20%
- 2** Improve Personnel Capacity and Competence in Road Safety Management
- 3** Broaden and Sustain Stakeholders Engagement.
- 4** Reposition, Strengthen and Sustain Road Safety Programmes.




FEDERAL ROAD SAFETY CORPS
2022 CORPORATE STRATEGIC GOALS

- 1** Accomplish 15% reduction in Road Traffic Crash Fatality
- 2** Enhance Road Safety Partnership for Innovative Intervention
- 3** Consolidate on the Road Traffic Data System for Improved Road Safety Policy Formulation

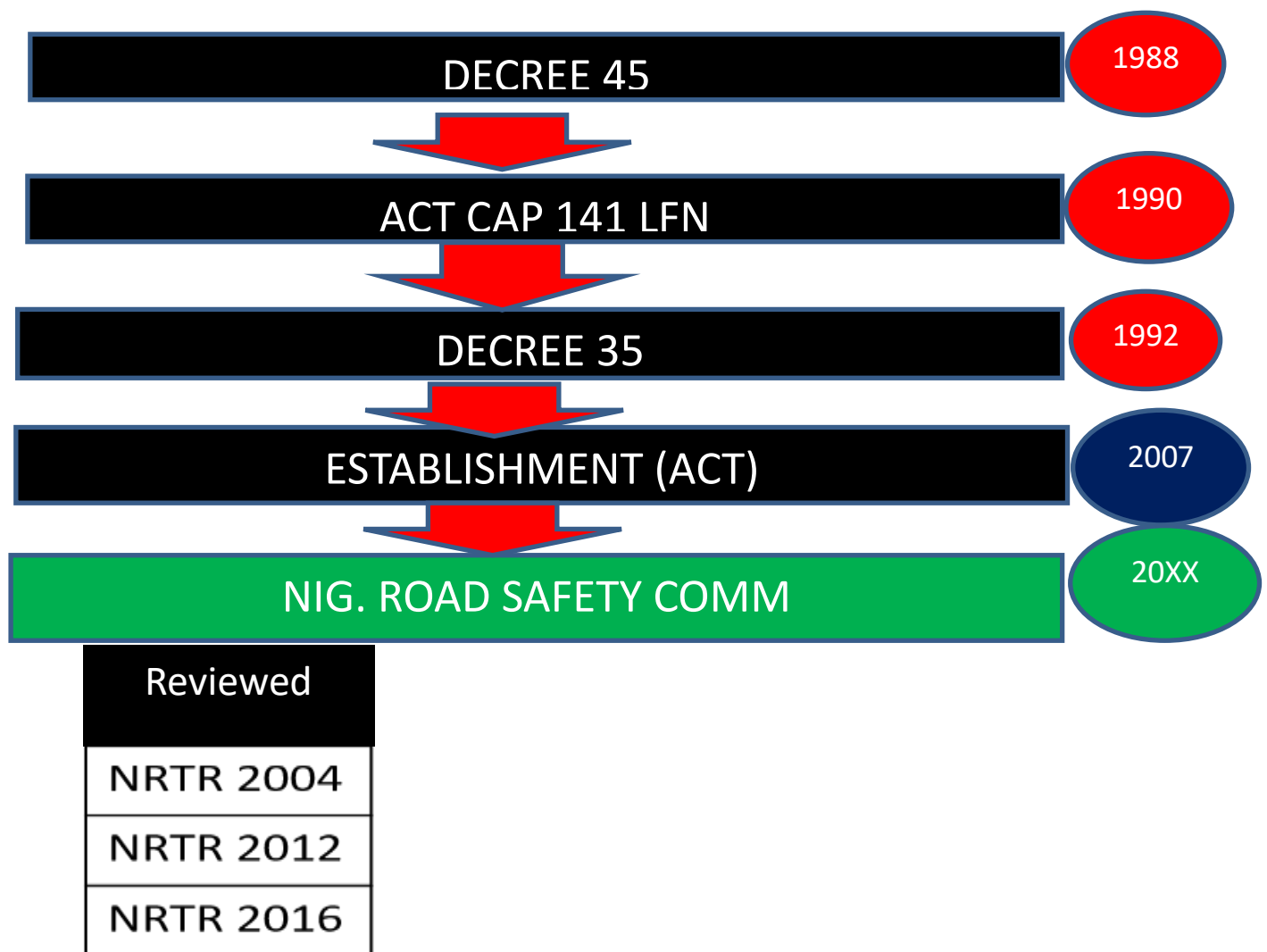
0700 - CALL - FRSC Call toll free on: 122 <https://www.frsc.gov.ng>
 0700 - 2255 - 3773 080 3769 0367 5465 <https://www.facebook.com/fednroadtrafficcorp>
 National Traffic Radio: 107.1 FM Abuja

15%

2022	
Fatality 6,205	Fatality 5,274
RTC 13,027	RTC 11,073

13.8 LEGAL INSTRUMENTS

FRSC (Establishment) Act, 2007



13.9: 7-ES OF FRSC ADMINISTRATION / 4-POINT APPROACH

- Education and Enlightenment
- Engagement of Stakeholders
- Environment
- Emergency Management Services (EMS)
- Enforcement
- Engineering
- Evaluation

4-Point Approach

- Enlightenment
- Persuasion
- Subtle Force
- Full Enforcement

13.10: THE NIGERIA ROAD SAFETY STRATEGY (NRSS I & II)

NRSS II (2021 - 2030) was approved by the FEC on 10 Dec, 2020. The NRSS-II has a top-down implementation structure involving:

- a. Federal Government and its Agencies
- b. State Government and its Agencies
- c. Local Government and its Agencies
- d. Non-Governmental Organizations (NGOs)

NRSS II is an improvement on the achievement of NRSS I. Highlighting the difference between the NRSS I and II.

- a. Span: NRSS I was a medium-term plan of 5years whereas NRSS II is a long term plan of 10years span,
- b. One is the goal setting: For NRSS I, the reduction in road traffic crashes was to be by 35 percent by end of the year 2018, this has been pushed further and reduced to 50 percent by the year 2030.

13.11: NDL REGIMES AND VERIFICATION PLATFORMS

NDL Regime and Development

The Corps' role in the JTB regime on NDL processing should be well known Joint Tax Board (JTB). The members comprise of FRSC, BIR and VIO.

Note: New NDL Cost:

-3yrs- N10,350

-5yrs- N15,450

Verification Codes

- a. Drivers Licence: ndl (space)status send to 33811
- b. Number Plate: verifyplate(space) vehicle number send to 33324
- c. Vehicle Insurance: *565*11#

13.12: DSSP & VNP Reforms including NIN linkage

The DSSP has moved to Version 2.0. Note also that:

- a. NIN mandatory for all categories of Vehicle registration, effective from second quarter of 2021 in total compliance with the Presidential directives
- b. All applicants of vehicle registration are expected to present their NIN as a precondition for the registration of their vehicles
- c. There is no waiver for anyone, irrespective of their status in the society
- d. The alignment assists to compels citizens' registration, makes vehicle registration easier and helps the government in national planning
- e. It also enhances intelligence gathering for security of lives and property

13.13 FRSC TRAINING INSTITUTIONS/PROGRAMMES

To enhance road safety capacity in the Corps and in Nigeria, four Institutions were established namely:

- a. Command and Staff College
- b. Academy
- c. Marshal Inspectorate Training School
- d. Marshal Assistant Training School

Establishment of Command and Staff College, Enugu State: The Corps graduated Senior Course 1 (SC1) of the FCSC on 28th April 2022 while the inauguration of the Junior Course 1 (JSC 1) was on 20th May, 2022.

ENHANCED STAFF CAPACITY DEVELOPMENT: The Corps signed a Memorandum of Understanding with Federal University of Technology Owerri on 21 September 2021 for FRSC Academy Udi to become degree awarding institution on road transportation. *Call for commencement of programmes started 2022.*

13.14 NATIONAL TRAFFIC RADIO

The National Traffic Radio was inaugurated on 15 June 2021 by Vice President, Prof. Yemi Osinbajo, GCON. The FRSC operates a National Traffic Radio as a public education and awareness strategy on safe road usage in the country. The Radio transmits on 107.1FM and is accessible through the following media:

- a. Terrestrial Radio
- b. Online
- c. Mobile Apps

13.15 FIELD OPERATIONS MONITORING AND CONTROL PLATFORM

The Corps established and inaugurated the Field Operations Monitoring and Control Centre (FOMCC) on 21 October 2021. The Centre has improved public relations and reduced incidence of assault and mob attacks.

13.16 STATION OFFICES/ DATA REFORMS

Against the background of data conflict with the WHO and the need for resolution, the Corps established Station Offices to achieve the following:

- a. Data collection (RTC, NDL, NP, RTSSS, Hospital follow-up)
- b. Information reconciliation with the Police and other agencies
- c. Public enlightenment and dissemination of contemporary development in FRSC as relate to public good.
- d. Intelligence sharing with mother Commands,

- e. Public aspirations and expectations, including FRSC performance information feedback.

13.17 DRIVING PROFICIENCY CENTRE

To improve driver's proficiency and entrench professionalism in motorized driving in the country, the Corps in partnership with the Delta State Government inaugurated the Driving Proficiency Centre in MITS, Owa Alero, Delta State on 31 May, 2022.

13.18 ISO CERTIFICATION DRIVE AND RESULT



2013



2016



Expired Jan 2022



Expires 2025

13.19 WEST AFRICAN ROAD SAFETY ORGANIZATION (WARSO)

The Corps spearheaded the establishment of WARSO in May 2008 to advance the course of road safety in the sub-region. All fifteen (15) countries of ECOWAS are members of WARSO.

14.20 SIX UN ROAD SAFETY CONVENTIONS AND AGREEMENTS ACCEDED TO BY NIGERIA

1

1968 Convention on Road Traffic

2

1968 Convention on Road Signs and Signals

3

1958 Agreement concerning the Adoption of Harmonized Technical United Nations Regulations for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these United Nations Regulations

4

1997 Agreement concerning the Adoption of Uniform Conditions for Periodical Technical Inspections of Wheeled Vehicles

5

1998 Agreement concerning the Establishing of Global Technical Regulations for Wheeled Vehicles, Equipment and Parts

6

1957 Agreement concerning the International Carriage of Dangerous Goods by Road (ADR)