

**2025
COMPENDIUM
FOR
DRCs**

1. HIGHWAY CODE LITERACY

1.1 ROAD SIGNS

Road traffic signs are structural designs erected along the roadsides for the purpose of directing, warning and informing the motoring public and pedestrians of road features ahead to guide their decisions.

A good knowledge of road traffic signs is compulsory for all drivers, as these are the basic communication means with the road that guarantees safe motoring.

These regulate and guide the decisions of drivers well ahead of any feature they would come across on the road.

The traffic signs are erect, while markings are done on the road pavement, all serving the same purpose.

Road signs are basically of three categories

- Warning or Danger signs
- Regulatory signs
- Informative signs

Of the three categories of road signs, the regulatory signs are divided into



❖ **Prohibitory signs:** They usually give negative instructions and are circular in shape with yellow background. However the STOP sign which is octagonal in shape, the NO WAITING and NO STOPPING sign with blue background and red border also belongs to the prohibitory signs

❖ **Mandatory signs:** Give positive instructions. They are circular and blue.

All the signs are identified by their shapes and colors

Type of sign	Shape	Color	Inscription
Warning / Danger signs	Triangular 	Yellow background with red border	Black
Prohibitory signs (Regulatory)	Circular 	Yellow / blue background with red border and cross line	Black
Mandatory signs (Regulatory)	Circular 	Blue	White
Informative signs	Rectangular 	Green	White
Stop	Octagonal 	Red background with yellow or white border	Yellow or white

Warning Signs	Prohibitory Signs	Mandatory Signs	Informative Signs
 Dangerous bend right	 No Right Turn	 Speed Limit (Minimum)	 Hospital
 Narrow bridge	 No Stopping	 Roundabout	 Advance Direction sign
 Carriageway Narrows	 Speed Limit (Maximum)	 U-Turn	 Direction to Airport
 T-Junction	 No U- Turn	 Keep Right	 REST AREA

1.2 TRAFFIC SIGNALS

Traffic signals control vehicle and pedestrian traffic by assigning priorities to various traffic movements to influence traffic flow.

RED means "Stop" Wait behind the stop line on the carriageway

RED and **Amber** also mean 'Stop'. Do not pass through or start until **GREEN** shows.

GREEN means go on if the road is clear. When turning left or right take particular care and give way to pedestrians crossing.

AMBER means stop at the stop line. Go only if the **AMBER** green signal appears after crossing the stop line or when pulling up might cause crash.

A **GREEN** ARROW may be provided in addition to the full green signal if movement in a certain direction is allowed before or after the full green phase. If the way is clear go but only in the direction shown by the arrow irrespective of what other lights may be showing.

1.3 ROAD MARKINGS

Road markings are symbols or lettered messages painted on the road to warn or instruct road users of the road condition. Road markings are basically of four major types centre lines, edge lines, cross walks and pavement messages.

Centre Lines

a. Diagonal White Lines (Hatched Markings)

These are lines used at the center of the road to separate opposing flows of traffic. They are often provided at junctions to protect traffic turning left It may also be used on the approach to central traffic island or the start of a dual carriageway. Single, broken boundary line may be used at the edge of the road or next to the central reservation of a dual carriageway

Do not enter any hatched area bounded by broken lines unless it is safe to do so.

b. Continuous White Lines

Some double continuous white lines have narrow areas of hatched lines within them or a wider area of hatching to the side. You **MUST NOT** cross a continuous white line to enter a hatched area.

c. Chevron Markings

Chevron markings are found on part of the carriageway where traffic passes in the same direction on either side. The continuous boundary line means vehicles **MUST NOT** enter the area.

d. **Chevron Markings with Broken Edge**

Chevron Markings with Broken Edge are used on part of carriageway where traffic passes in the same direction on either side. Vehicles are not expected to enter the area unless it is safe to do so.

e. **Block Pavement Markings at Roundabouts**

Block pavement markings incorporated into a roundabout indicate sharp deviation of route.

This shows reduction in number of lanes or areas not available to traffic. Vehicles **MUST NOT** cross the continuous white lines except in an emergency,

1.4 **SPEED LIMITS**

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

TYPES OF VEHICLE	ROAD OF AREA	HIGHWAY	EXPRESSWAY
MOTORCYCLE	50	50	
PRIVATE CARS	50	80	100
TAXIS & BUSES	50	80	90
TANKER TRAILERS	45	50	60
TOW VEHICLE	45	45	45
WHILE TOWING	50	60	70
WHILE NOT TOWING			

1.5 **DRIVING UNDER SPECIAL CONDITIONS**

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

i. **Night Time Driving**

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

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

ii. Driving in the Rain

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

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

iii. Driving in Fog or Smoke

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

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

iv. Driving Under Sun Glare

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

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

v. Driving While Approaching a Hill

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

vi. Driving While Approaching Blind Turns

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

vii. Driving on a Busy Road

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

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

viii. Driving in Slow Traffic

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

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

ix. Animals in Traffic

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

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

x. Driving in Unfamiliar or on Bad Roads

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

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

xi. Convoy Driving

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

- a. Obey recommended speed limits.
- b. Keep safe distance (following distance) from the vehicle ahead.
- c. Communication via radio frequency must be short and fast.
- d. Do not constitute hazard to other road users or chase them off the road.
- e. Convoy driving should not be an excuse for road rage and aggressive driving.
- f. Avoid tailgating.
- g. Be attentive and alert at all times.
- h. In busy towns, slow down, close up the convoy to reduce the length and enable other road users get through.
- i. Convoy drivers are not exempted from obeying road traffic rules and regulations.

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

1.5 DEFENSIVE DRIVING TECHNIQUES

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

Qualities of a Defensive Driver

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

Important Reminders for Defensive Drivers

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

1.6 REQUIREMENTS FOR TOURISTS IN NIGERIA

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

- a. Get a road map and be familiar with the road network
- b. Show evidence that you are permitted to use the vehicle temporarily in Nigeria
- c. Show evidence of your permit to stay in Nigeria
- d. Ensure that the vehicle is road worthy and has the following:
 - i. Vehicle Licence
 - ii. Vehicle Inspection Certificate
 - iii. Proof of Ownership Certificate
 - iv. Road Worthiness Certificate
 - v. Road Worthiness Validity Tag
 - vi. National Vehicle Identification tag and;
 - vii. Insurance Certificate
 - viii. Any other relevant vehicle documents
- e. That such a vehicle carries the number plate of the country of its origin affixed at the appropriate spaces at the front and rear of the vehicle
- f. Seek to obtain permit drive in Nigeria within 15 days
- g. Within 30 days of your stay, obtain the National Driver's Licence for the category of your vehicle
- h. Within 90 days of your stay in Nigeria, change the number plate to Nigeria number plate
- i. That you have the Country's International Driving Permit in addition to your country's driver's licence
- j. If you are representing your company/organization, ensure you have the details of your country's embassy or consulate and any agent your company/organization has in Nigeria. This could be useful to you in case of emergencies.
- k. Drive carefully and obey all rules and regulations.

2. PERFORMANCE MANAGEMENT SYSTEM

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

2.1 STRUCTURE OF APER

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

OFFICERS (FRSC ADM 01)

PART 1

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

PART II

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

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

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

- i. Technical Writing Skills - Style of writing peculiar to a profession or functions.

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

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

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

ROAD MARSHAL (FRSC ADM 02)

A. AGREED DELIVERABLES (20%): Delivery on assigned key performance indicators (KPIs) task and assignment.

B. CORE ATTRIBUTE AND SKILLS (80%):

- i. Service Attitude - Maintains an enthusiastic and positive attitude; always in self control.
- ii. Punctuality - Consistently arrives at work on time, keeps committed deadlines and promptly responds to official request.
- iii. Policy Alignment - Deems it important to follow FRSC policies and procedures; does not disregard rules and regulations of the office.
- iv. Working with others/Team spirit - is focused on the teams targets and objectives.

- v. Creativity - is innovative; thinking outside the box.
- vi. Neatness/Carriage - Uniform is always clean and neatly ironed, hair and other assets are well managed.
- vii. Verbal Communication - Speaks good English; Presents information clearly and logically.
- viii. Writing Skills - Writes comfortably in English; is able to prepare official reports with zero or minimal correction.
- ix. ICT Skills - Able to use Microsoft word and other Microsoft packages; uses the internet effectively in the course of work.
- x. Ethics and Values - He is clearly regarded as an epitome and model of integrity and trustworthiness.
- xi. Personal Organization and Diligence - Organizes self and others effectively; is consistent in achieving goals.
- xii. Leadership - Show an effective blend of high competence and exemplary character in all things assigned. He is self-determined, but moves colleagues towards common goals.
- xiii. Self-Improvement and Learning - Shows a willingness to improve self and to learn new skills through both informal and formal means.

ROAD MARSHAL ASSISTANT (FRSC ADM 03)

- A. AGREED ACTIVITIES (50%): Delivery on assigned key performance indicators (KPIs); task and assignments.
- B. CORE ATTRIBUTES AND SKILLS (50%):
 - i. Technical Skills - Indicate technical skill e.g. driving.
 - ii. Punctuality and Attendance - Arrives at work on time; keeps to earlier arranged timing schedules for his work deliverables.
 - iii. Ethics and Values - he is principled; maintains acceptable standards of behavior.
 - iv. Discipline and Personal Organization - Respects duly constituted authority; willingly obey orders.
 - v. Dressing/Comportment - Dress appropriately; looks clean and tidy at work.
 - vi. Team Work - Always willing to cooperate and lend a hand in all situations.
 - vii. Customer service Skills - Is friendly and respectful when providing service.
 - viii. Policy alignment - Deems it important to follow organization policies and procedures; is obedient to the guidelines of the organization.
 - ix. Self Improvement and Learning - Shows a willingness to improve self and to learn new skills through both formal and informal means.
 - x. Verbal Communication - Speaks good English; provides information clearly and logically.

2.2 JOB BINDER

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

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

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

2.3 CORPORATE GOALS

Having the vision, mission and core values of FRSC in view, the Corps Marshal at the beginning of each year presents the overarching corporate strategic thrust/corporate goal for the year. Then, the Corps Planning offices develops the corporate planning document and process for the realization of these goal. The corporate goals are cascaded across Departments, Corps Offices and Commands. Therefore, should the Corps Marshal's target be "to reduce road traffic crashes by 20% in the course of a given year", both the routine and strategic targets of the various Departments, Corps Offices and Commands should directly or indirectly support the achievement of this goal. Below are the corporate strategic Goals of FRSC for 2025;

- a. **Accomplish 10% reduction in Road Traffic Fatality and Injury through focused interventions.**
- b. **Enhance Strategic Partnership for funding 30% road safety programme.**
- c. **Implement key technology driven solutions to enhance road traffic data collection and management.**

3. EFFECTIVE PATROL OPERATIONS

3.1 Concept of Patrol Operations

Patrol originated from the French word "patouiller" meaning walk or trample in the mud. English acquired it through German to mean "tramp around through the mud of a military camp when doing guard duty". Thus patrol is an act of keeping guard by walk or driving in one direction and then back again, or walking or driving around an area on a regular basis in order to deter or prevent illegal or hostile activities.

Types of Patrol

- a. **Mobile Speed Control Patrol:** This is suited for dual Carriageways. The patrol car or bike maintains a speed of 105km on the slow lane of the dual carriageway thereby controlling the speed of other vehicles coming behind while overtaking vehicles are booked or their vehicle numbers taken down.
- b. **Static Speed Control Patrol:** It is utilized on both dual and single carriageways. It involves the use of patrol car, bike, communication equipment and radar gun (mounted on vehicle) respectively. The car is parked along the road while the bike is parked further ahead. Speeding vehicles that fails to stop for the Patrol vehicle are apprehended by the bike ahead.
- c. **Surveillance Patrol:** Is utilized in town traffic control and on the highways to detect traffic violations. The Surveillance car moves at any speed under the limit of the law.
- d. **Rescue Mission:** This patrol type is adopted after receiving information of a crash. The team mobilizes for rescue and clearing of obstructions during which patrol car utilizes authority devices like siren and flashers without necessarily driving beyond the prevailing speed limit.
- e. **Night Patrol:** Takes place between 1800hrs - 2200hrs (except otherwise arranged) to check vehicles lighting system violations and is restricted to Urban environment where Security of team is guaranteed. The team members require reflective jackets, search lights, flashers etc to make them visible.
- f. **Foot Team Patrol:** FRSC staff in mufti monitors traffic with special focus on such violations as Use of Phone While Driving (UPD), Seat belt violation (SUV) etc while uniform staff stationed ahead arrest the violators.
- g. **Metropolitan Bike Patrol:** A bike rider goes on roving patrol with a partner who serves as arresting marshal.

A patrol team comprises 4 to 5 members accompanied by a bike and is led by an officer not less than ARC. Two Riders on Bikes can also form a patrol team if within the township area.

A patrol squad is a collection of patrol teams and it is to be led by an Officer not less in rank than DRC. The patrol (except special patrol) hours are usually 0600hrs - 1300hrs and 1300hrs -1800hrs for morning and afternoon shifts respectively. A stand by rescue team must be on alert at all times.

3.2 Patrol Procedures

Patrol as an enforcement Strategy geared towards the achievement of the statutory objectives and mandates of the Corps. It is a regular and continuous day-to-day activity for the purpose of surveillance, rescue (in case of emergencies) and monitoring of compliance to traffic laws and regulation.

Patrol Operations entails:

- a. Pre-Patrol
- b. On-Scene patrol
- c. Post-Patrol

a. Pre-Patrol Activities

- Preparation of patrol Roster
- First parade by the Driver
- Declaration and signing for patrol materials (N1,000 maximum)
- Pre-patrol Briefing

It also involves:

- Dressing - No. 6 in the with FRSC dress protocol
- Timing-Shifts
- Materials/Equipments
- Documentation:
 - Attendance register, Cash declaration Register, Notice of offence booklet.

b. On-Scene Patrol Activities

- Proceeding on patrol (decide on patrol style, Focus and patrol point)
- Allotment of responsibilities (Arresting marshal, patrol clerk, booking official)
- Mobile static speed control activities
- Enforcement activities
- Cautioning/enlightenment
- Road/traffic behaviour observation
- Patrol Round-off

c. Post-Patrol Activities

- Patrol report writing - As well as field report form & incident report.
- Handing over of impoundments and Confiscations
- Checking/Confirmation of patrol Report claims.
- Vehicle Status check by Head of operations
- Fuelling of the vehicle against the following day.

3.3 PATROL DEVICES/EQUIPMENT

Patrol Devices/equipment are those equipment that enhance conduct of patrol operations. It includes Authority device, Rescue device, protective device, Auxiliary device, Defensive device and Stationery items.

a. Authority devices: These devices includes the following: Light bar (with functioning rotating lights), Public address system, VHF Radio communication, Speed radar gun.

Protective devices: Are items that shield Operatives from possible danger in discharging of their statutory duties. E.g: Drinking water, Container such as food flask, Bucket, Hand gloves, Disinfectant, Patrolites or zapper.

b. Rescue devices: Are those devices that are used in rescue activities. It includes: Reflective caution signs and Flare, Blankets, Fire extinguisher, Torchlight with, spare batteries, Body bags, Fire-man Axe, Matches.

c. Auxiliary Device: These devices includes the following; Reflective stripes for cordoning off roads, Reflective jackets, Mechanical kit, fan belt, fuses, light bulb, pliers, screwdriver, sandpaper, Jack and four wheel spanners, Spare tyre.

d. Defensive devices: These are devices that patrolmen use for self-defence in the event of attacks. E.g: Firearms (where authorized), Pepper Spray, Hand cuff, Stun Gun.

3.4 Patrol Positioning

- a. Vehicles and bikes must be parked at right angle to the road clear of bends, hills, slopes, that makes them highly visible to approaching traffic on both sides of the roads.
- b. If bike is available should be parked by the passenger side of the vehicle at 5 meters distance.
- c. Driver should remain in the vehicle; Patrol leader by the side of the vehicle, first arresting marshal should be at 20meters, second at 15meters and third at 10meters from the Patrol vehicle respectively.
- d. SOP on rescue should be strictly adhered to.
- e. Only one vehicle should be stopped at a time.
- f. Engage only one side of traffic at a time during patrol activities.

- g. Patrol Men must not wear earpiece while on patrol.

3.4 Patrol Ethics

- a. Avoid stopping more than two vehicles at the same time which can lead to rowdy situation and ineffective performance.
- b. Apprehending staff should approach offender with notice of offence sheet in his/her hand, explain the offence and book the offender.
- c. Complete the Notice of Offence properly and issue the original copy to the offender.
- d. Don't confiscate offender's papers without formal booking.
- e. Impound offenders vehicle if unable to produce vehicle papers drivers licence or if vehicle is declared wanted/rickety or driver is drunk.
- f. Book offender for primary offence first after arrest and if there is no suspicion of documents, confiscate the drivers licence and release the vehicle to go and pay for the offences.
- g. If there is suspicion on the document or all the documents presented are photocopies, demand to produce the original within 24hrs for sighting, the team leader to write this on the reverse side of notice of offence, meanwhile the vehicle is impounded.
- h. Note that when requested to sight any document, the offence should be booked since confirmation and validity is still on.
- i. Do not plead on behalf of offender or act as mediator or engage in any post booking exercise.
- j. Siren, Public Address System and flasher forms part of FRSC paraphernalia, hence should not be used indiscriminately or for intimidation.
- k. Team leader must write a patrol report on competing of patrol for the day, complete field report form and submit same to Command's Head of operations.
- l. Confiscated items should be indicated in the field Report form and submitted to Duty Officer on return.
- m. All members must get to take off from and come back to base after patrol.
- n. Do not forcefully remove number plate, wheel spanners, Jack, spare tyres etc of offender in Lieu of Confiscation.

4. CRASH SCENE MANAGEMENT AND CASUALTY EVACUATION

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

4.1 CASUALTY HANDLING

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

a. Airways

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

b. Breathing

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

c. Circulation (Blood)

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

Variations on the ABC Guidelines

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

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

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

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

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

Airway: Make sure their airway is open and clear.

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

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

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

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

4.2 RESCUE PROCEDURES

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

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

At the accident scene one must

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

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

4.3 RESCUE MATERIALS AND EQUIPMENT

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

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

Rescue materials and equipment

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

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

4.4 Extrication Techniques

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

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

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

5. FRSC EDUCATION POLICY

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

5.1 IMPORTANCE OF TRAINING

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

5.2 GUIDELINES FOR TRAINING PROGRAMMES IN FRSC

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

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

5.3 TYPES OF COURSES

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

a. SHORT DURATION COURSES

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

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

b. PART-TIME COURSES

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

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

c. FOREIGN COURSES

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

5.4 ATTAINABLE QUALIFICATIONS

Courses undertaken shall lead to the award of the following:

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

5.5 EDUCATIONAL SPONSORSHIP IN FRSC

TYPES OF SPONSORSHIP

- a. Full Sponsorship
- b. Partial Sponsorship

c. Study Leave Without Pay

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

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

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

Staff on full sponsorship shall also:

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

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

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

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

6. STAFF WRITING IN FRSC

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

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

6.1 TYPES OF WRITING

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

6.2 CHARACTERISTICS OF WRITING

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

6.3 BASIC RULES AND CONVENTIONS

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

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

6.4 FRSC CORRESPONDENCE

Types of correspondence-

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

All letters take the form earlier shown except internal memo.

6.5 FILES AND DOCUMENTS

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

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

6.6 FILING SYSTEM AND SECURITY OF DOCUMENTS

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

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

6.7 STANDARD PAPERS

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

6.8 CONFERENCE, MEETING AND MINUTES

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

6.9 BRIEF

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

- ❖ Brief for ZCO RS2.21

- ❖ Use of Siren

6.10 TYPES OF BRIEF

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

7. SPEED LIMITING DEVICE

A Speed Limiting Device is an electronic device fitted in a vehicle (Buses, Trucks, Vans Tankers etc) with a view of ensuring this vehicle maintains a speed limit according to the regulations of the country. Speed Limiting Device operates through electronic sensors and the engine's computer.

A series of sensors detect how fast the vehicle is going, and then communicates that information to the engine's computer, which manages nearly all the engine's functions. Once the vehicle reach a pre-determined top speed, the computer steps in and restricts the flow of air and fuel to the engine and even the sparks that cause combustion. Either way, the vehicle will be unable to exceed the top speed as determined by the car's manufacturer.

7.1 TYPES OF SPEED LIMITER DEVICE

There are two (2) major types of speed limiting device:

- a. Mechanical speed limiting device and
- b. Electrical/Electronic speed limiting device.

7.2 legal backing for FRSC to enforce speed limiter use in Nigeria

The Corps derived its powers to enforce the use of limiter by all categories of vehicles from paragraph (4) of the National Road Traffic Regulation (NRTR), 2012 which says "a person shall not drive a vehicle on any public road which is not fitted with a speed limiter".

7.3 Advantages of Speed Limiting Device

Speed limiting device is observed to have the following advantages:

- a. Lower speed results in less fuel consumption by vehicles.
- b. Lower speed also cuts down vehicle maintenance cost and slows down depreciation value thus vehicle last longer.
- c. It will significantly impact positively in changing the individual driving behaviour which has been hard to achieve over the years.
- d. It will reduce the speed of vehicle to pre-set limit thus reducing overall crash risk and likely to lessen severity of crash.
- e. It will engender good monitoring mechanism for vehicle owners'/fleet operators.
- f. It will engender compliance with the **ECOWAS** mandate, fulfilment of the Corps statutory functions through good practice.
- g. It will assist to eliminate losses associated with speed related crashes. These losses are usually in vehicles loss, damage to roads and road infrastructure, house, goods etc.
- h. It will assist to preserve the young virile members of the society from deaths and maiming associated with speed induced crashes.

- i. "it enables more relaxed driving and lower insurance premium as consequence of fewer crashes.
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- l. It enables more relaxed driving and lower insurance premium as consequence of fewer crashes.

8. VEHICLE MAINTENANCE

Regular vehicle checks extend the life of a vehicle and cuts down on running cost. It is usually advisable not to cut corners on maintenance of vehicles, as this could be dangerous.

8.1 DAILY/ROUTINE VEHICLE SAFETY CHECKS

This type of check is undertaken in order to forestall anticipated undesirable consequences of breakdown of vehicles. It involves the checking of some components as well as taking action daily, preferably in the morning before starting the engine.

For easy reference and collection, the following acronym is suggested:

a. WOFT(FIRST PARADE FOR CAR PETROL ENGINES)

- **W - Water:** Check water level in the radiator;
- **O - Oil:** Check the level of engine oil in the sump using dip stick;
- **F - Fan Belt:** Check belts for tension and cuts;
- **T - Tyres**
- Check for cuts, punctures, depth of threading, pressure, alignment and wheel nuts.

b. SECOND PARADE (SAFETY PARADE) could include the following:

i. Lighting System:

Check the headlamp, side lamp, signal indicators and reverse lights.

ii. Brakes and Clutches

- Check the hydraulic level
- Check the effectiveness of the brake, start the vehicle, drive off a little and step on the brake pedal to test the effectiveness.
- Check the tightness and the effectiveness of the brakes and clutches
- Change all the gears, one at a time while pressing the clutch pedal

iii. Wipers

- Ensure that the windscreen wiper are functional
- Check the blades for effectiveness

iv. Steering Mechanism:

- Check for clearance or 'free play"

- Check for automatic transmission fluid (ATF) for power steering only

v. **Horns**

- Ensure the horns are in good working condition
- Do not fit wrong horn to your vehicle

Vi. **Spare Tyre**

- Check spare tyre for cut, puncture, thread and pressure
- Ensure that jack, jack handle and wheel spanners are in the vehicle.

vii. **Reflective Triangle**

Ensure a pair of reflective triangle is in the vehicle

viii. **Fire Extinguisher:**

Ensure the correct type and size of fire extinguisher is in the Vehicle. A multipurpose fire extinguisher is preferable.

ix. **Battery**

Check the electrolyte (battery liquid) and the condition of battery terminals.

x. **Body Inspection**

- Take a walk round the vehicle to check for dents and loose parts.
- Routine Maintenance could be daily or weekly or monthly; depending on the use of the vehicle.

8.2 **FIRE PROTECTION AND PREVENTION**

Fire is a rapid combination of 2 or more substances which produce heat, light, smoke and carbon. Before fire could occur, oxygen, heat, and fuel must be present.

- Oxygen: This is the gas that supports burning.
- Heat: This is the sufficient temperature needed for ignition of fire.
- Fuel: This is any combustible material (solid, liquid or gas).
- Fire Triangle: A combination of oxygen, heat and fuel form what is called the **Fire Triangle**.
- Fire Extinction: When an automobile fire or any fire is starved of any of these (oxygen, heat and fuel), the fire goes out.

8.3 **Classes of Fire**

For easy identification and extinction purposes, fire is classified into four categories as stated below:

i. **Class A**

This class of fire involves free burning materials like wood, paper, textiles, etc. WATER is the best means of extinguishing this class in form of jet or spray.

ii. **Class B**

This class of fire involves flammable substances like petrol, paint, grease, etc. Fire under this category could best be extinguished with LIQUID FORM extinguisher. Dry chemical powder, carbon- dioxide extinguishers and dry sand are also good materials that can put out Class B fire.

iii. **Class C**

This fire involves combustible gases or liquefied petroleum like propane and butane. They can best be extinguished with Dry-chemical powder and carbon dioxide fire extinguishers. Water in spray form could be used to cool down the cylinder.

iv. **Class D**

This class of fire involves metals, e.g Potassium, Aluminium, Magnesium. Zinc, etc. They can best be extinguished with dry- chemical powder fire extinguisher or dry sand.

8.4 Fire Protection

This is the proactive measure of providing equipment, devices and gadgets that are handy in case of fire incidence. These include fire extinguishers, dry sand, blankets, smoke detectors, etc.

8.5 Fire Prevention

This is a measure put in place to ensure that fire does not break out. Be mindful of the fact that fire occurrence is preventable. Fire prevention is in everyone's utmost interest.

- a. Watch out for fuel leakages, exposed wires and cracked hoses.
- b. Be alert to changes in vehicle sound as it might involve metal grinding.
- c. Ensure that the positive terminal of the battery is completely insulated to avoid contact with the body of the vehicle.
- d. Clean regularly all areas where flammable liquids may collect.
- e. Do not leave the fabric for cleaning the engine parts within the engine compartments.
- f. Ensure that the contact point of the high tension cables to spark plugs is not exposed. Do not carry fuel in cans in the vehicle.

8.6 Extinguishing Automobile Fire

Fire can be extinguished by knocking off any of the three sides of the fire triangle. This is achieved by:

i. **Cooling**

This is the act of using water to reduce the temperature of the burning material(s) below ignition point (the flash point).

ii. **Smothering**

This is the act of cutting off air, by the use of foam or fire blanket. This deprives fire of oxygen which is a necessity for combustion.

iii. Starving

This is the act of removing the burning material to a safe place thereby avoiding its spread.

8.7 Operating a Fire Extinguisher

Hold it up-right and do the following:

- a. Pull the safety pin/break cartridge
- b. Aim horn at the base of fire
- c. Press/squeeze nozzle
- d. Discharge at the base of flame

9. ISO 9001:2015 QMS

9.1 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).

9.2 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. Other observed gaps included lack of processes and procedures, increasing customer complaints, internal waste and damages, staff poor attitude to work, frequent breakdown of facilities, poor performance of staff, and other vices were the challenges faced before the introduction of QMS.

9.3 Journey to ISO Certification

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

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

Forty five officers 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.

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.

9.4 What does ISO 9001:2015 cover?

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

9.5 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.

9.6 The Role of Staff in the implementation of ISO 9001

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

8. FRSC REGULATIONS ON DISCIPLINE, 2022

8.1 Offences and Punishments

S/N	OFFENCE	PUNISHMENT
MISCONDUCTS RELATING TO DUTY		
1	Absent from duty without official leave or pass for twenty one (21) days or less	Severe reprimand and forfeiture of his salary for the number of days he was absent.
2	Absent from duty without official leave or pass for more than twenty one (21) consecutive days	Dismissal from Service.
3	Any Head of Department, Corps Officer, Head of Special Unit or Commanding Officer who conceals a deserter or fails to refer a deserter to an FDP in accordance with this regulation commits a gross misconduct	Reduction in Rank.
4	Abandons duty post or absents himself from his place of duty without being duly relieved; or departs from patrol before the specified closing time; or leaves the place of duty to which he has been ordered without due permission from the appropriate authority; or fails to perform his duties in accordance with orders;	Loss of Seniority
5	Sleeps or idles or gossips while on duty	Minor Entry or Extra duty
6	Comes to work after the approved resumption time of the day without any good reason.	Minor Entry or Reprimand.
7	Feigns illness, sickness or disability or Injures himself with intent to render himself unfit for duty assigned to him or Causes himself to be injured by any other person with intent to stay away from work or Injures another person to whom these regulations apply at the instance of that other person to render him unfit to carry out duties assigned to him or With intent to render or keep himself unfit to carry out duties assigned to him, does or fails to do anything (whether at the time of the act or omission, he is in a hospital or not) thereby inducing, prolonging or aggravating any sickness or disability	Major Entry and forfeiture of his salary for the number of days for which he was rendered unfit.

8	Being a driver, fails to carry out vehicle parade or drills or make any observation or inspection required of him which is likely to result or results in the break-down or damage to the vehicle or omits to make necessary entry in an official document or log book relating to official vehicle	Loss of Seniority.
9	Neglects or without good cause omits to attend or carry out his duty as a member of the Corps prudently or diligently or Attends to or carries out his duty without prudence or diligence	Loss of Seniority.
10	Any member of the Corps who while on duty or off-duty in uniform, and in a public place, is improperly dressed or is dirty or untidy in his person, clothing or accoutrements contrary to FRSC Dress Code.	Major Entry.
11	Wilfully obstructs or otherwise interferes with any other member of the Corps acting in the lawful execution of his duty	Loss of Seniority.
12	Assaults, maltreats, manhandles, or act in a manner uncivil to any member of the public; or uses violence on any offender or any other person except in self-defence;	Loss of Seniority.
13	Inscribes tattoo on any visible part of his body shall be guilty of gross misconduct and liable to	Termination of Appointment.
MISCONDUCTS RELATING TO INFORMATION AND QUALIFICATION		
14	Divulges any matter which is his duty to keep secret or gives information, directly or indirectly to a person against whom an arrest or summons has been made or is about to be issued, except in the lawful execution of the arrest or without authority by the appropriate authorizing Officer, communicates or discloses information on any matter connected with the Commission and the Corps to the public or press, or to an unauthorized person or publishes or distributes on print, electronic or social media or any other platform any information or petition on any matter involving the Commission, the Corps or any member of the Corps which	Termination of Appointment.

	disparages, embarrasses or impugns on the image of the Commission, the Corps or the character and integrity of any member of the Corps.	
15	Withholds a complaint or report against another member of the Corps or conceals any misconduct committed by another member of the Corps which comes to his knowledge or aids or allows an offender to evade arrest or knowing where an offender is to be found, fails to report or make due exertions for making him available for justice or fails to report anything he knows concerning traffic misconduct charged against an offender or fails to disclose any evidence which he or any person within his knowledge can give, for or against an offender or fails to report any matter which is his duty to report or conceals any information or report either in part or whole in order to mislead the Commission, Corps Marshal, Management or any appropriate authority or makes any report maliciously or out of ill-will.	Reduction in Rank.
16	Any member of the Corps who, on appointment, either before an interview panel or by means of any document produced by him, deliberately makes a false statement to facilitate his appointment or gives false information as to his marital status to facilitate his appointment or for the purpose of promotion or status enhancement, produces a false certificate or document.	Termination of Appointment.
17	Pursues or acquires an additional educational qualification without approval and produces same to influence his appointment or promotion	Loss of Seniority
18	Conceals his higher certificate at the point of entry into the Commission and presents same later to influence his appointment or promotion.	Loss of Seniority
MISCONDUCTS RELATING TO BORROWING AND DEBT		
19	Borrows money from a member of the	Reduction in rank and the

	Corps of a subordinate rank or fails to pay a lawful debt. NB: Lawful debt includes any debt lawfully owed another person by a member of the Corps even if such other person is not a member of the Corps.	debt recovered from his salary.
MISCONDUCTS RELATING TO EMPLOYMENT AND PETITION		
20	Engages or carries on any other salaried employment.	Termination of Appointment.
21	Seeks by influence to obtain promotion or other advantages in the Commission or without proper authority, canvasses the Corps Marshal or any superior Officer or other servants of Government with regard to matters concerning the Commission and the Corps.	Loss of Seniority.
22	Writes an anonymous petition to the Commission/Corps Marshal or to a Superior Officer.	Termination of Appointment.
23	Signs or circulates a petition or statement with regard to any matter concerning the Commission or the Corps or any member of the Corps, except through the proper channel of correspondence to the Commission/Corps Marshal or appropriate authority.	Reduction in Rank.
PATROL MISCONDUCTS		
24	Embarks on an unauthorized patrol either alone or with other member(s) of the Corps or other person(s) not being members of the Corps or abandons the route to which he is assigned to patrol without the directive of the Commanding Officer or collects fines in cash from road traffic offender(s) while on patrol or in the office or while on patrol on sighting a surveillance team attempts to escape or escapes or while on patrol, engages the services of an unscheduled person to collect, keep or hide money or any other item or pursues any motorist or any suspected road traffic offender while on patrol or in any other official or personal capacity or	Termination of Appointment. NOTE: In the case of an unscheduled person who is a member of the Corps, he shall also be liable to termination of appointment while in the case of an unscheduled person who is not a member of the Corps he shall be handed over to the police for prosecution.

	collects gifts in any form.	
25	Where any undeclared money in excess of the declared One Thousand Naira (N1, 000) or any other undeclared money is found on the person of any member of a patrol team.	Suspension from service pending the outcome of investigation by the FRSC Disciplinary Panel and the final determination of the case by the Board or the Corps Marshal as the case may be; shall have his appointment terminated.
26	Where any undeclared money in excess of the declared One Thousand Naira (N1, 000) or any other undeclared money is found in the patrol vehicle or within 20 metres radius of the patrol point.	The entire team shall be placed on interdiction pending the outcome of investigation by the FRSC Disciplinary Panel and the final determination of the case by the Commission or the Corps Marshal as the case may be; and if found culpable shall have their appointments terminated.
27	If any member of the team claims ownership of the money,	Only that person shall be placed on interdiction and if found culpable shall be liable to Termination of Appointment.
28	Where no member of the team claims ownership or responsibility of the money and same cannot be traced to any member of the team	The entire team shall be placed on interdiction and if found culpable their appointments shall be terminated
29	Any member of a patrol team who declare any money in excess of One Thousand Naira (N1,000) except same is approved by the Commanding Officer or Head of Operations.	Reduction in Rank.
30	Fails to make proper entries or keep proper records in the appropriate register which ordinarily he is supposed to make after patrol or collects driver's licence or vehicle papers or impounds a vehicle from a suspected offender without issuing a notice of offence sheet to the suspected offender or is in possession of a notice of offence sheet not validly issued to him from the duty office or	Reduction in Rank.

	releases a suspected offender without the knowledge of the appropriate authorizing officer or waives an offence while on patrol or in the office without the authority of the authorizing Officer or cancels a notice of offence sheet without any reasonable cause while on patrol	
31	Takes any money or property from the person of anyone killed or wounded in a crash or without approval takes any property which has been left exposed or unprotected in consequence of a crash or takes any property, vehicle or equipment abandoned at a crash or riot scene without declaring same to the appropriate authority.	Termination of Appointment.
MISCONDUCT RELATING TO ABUSE OF OFFICE		
32	Places any person engaged in road transport business in any form under a pecuniary obligation to him or directly or indirectly solicits, accepts or receives gratification present or reward in his official capacity without the approval of the appropriate authority.	Termination of Appointment.
FALSE ACCUSATION		
33	Makes false accusation against another member of the Corps or makes or publishes any false statement or report affecting the character of another member of the Corps.	Termination of Appointment.
FAILURE TO COMPLY WITH ROUTINE ORDERS		
34	In the course of his duty fails to comply with instructions, routine orders made for any lawful reason or emergency, FRSC Quality Manual or Standard Operating Procedure (SOP) or in any manner disobeys any lawful command or order given or sent to him or refuses to make a statement after being duly cautioned when requested to do so by any member of the surveillance team.	Major Entry
35	Gives unlawful order, directive or instruction, directly or through another person to a member of the Corps of	Major Entry

	subordinate or junior rank and same is acted upon or attempts to obey or obeys an unlawful order, directive or instruction given by any member of a superior rank or who maltreats or victimizes a subordinate for refusing an unlawful order.	
FAILURE TO PAY COMPLIMENTS		
36	Fails to pay official compliment to another member of the Corps of senior or superior rank.	Major Entry
SMOKING OR DRINKING WHILE ON DUTY		
37	Smokes, sniffs or drinks any drug or alcoholic beverage while on duty and is consequently adjudged intoxicated and incapable of carrying out his lawful duty diligently	Reduction in Rank
38	Smokes or drinks any alcoholic beverage or takes any psychotropic substance while on patrol	Reduction in Rank
USE OF FORCE/BEING VIOLENT		
39	Attempts to strike or otherwise uses violence on another member of the Corps	Loss of Seniority
40	Strikes or otherwise uses violence on, or instigates the use of violence on his superior Officer or Marshal	Reduction in Rank
41	Strikes or maltreats any other member of the Corps, who is of lower rank	Reduction in Rank
42	Where two or more members of the Corps engage themselves in physical combat in any circumstance whatsoever, the aggressor	Reduction in Rank
43	Strikes or otherwise uses force on his colleague either while on patrol, in the barracks, office or at his duty post	Reduction in Rank
44	Uses threatening, abusive or insolent words or is rude in conduct towards his superior	Loss of Seniority
45	Any member of the Corps who in any manner shows defiance to authority commits	Loss of Seniority
SCANDALOUS BEHAVIOUR		
46	Behaves in a scandalous manner	Termination of Appointment
MISCONDUCTS RELATING TO SPECIAL MARSHAL FUNCTIONS AND ROAD SAFETY CLUB		
47	Undertakes the formation of a Special Marshals' Unit or Road Safety Club or sells	Termination of Appointment

	or distributes Special Marshals' identity cards, reflective jackets, arm bands or caps.	
48	Collects money from members of the public or any affiliate body of the Commission under the pretence of forming a Special Marshals' Unit or Road Safety Club	Termination of Appointment
MISCONDUCTS RELATING TO PROPERTY AND DOCUMENTS		
49	Damages or loses or is involved in the damage or loss of any money or property belonging to the Commission/Corps or any member of the Corps or fails to account for or to make proper returns of any property including money received by him in his official capacity, or fails to account for any such property or receipt satisfactorily if called upon to do so.	Repair or replacement of the property within three (3) months or Reduction in Rank
50	Misleads the Commission, Corps Marshal, Management or any appropriate authority to take any action resulting in embarrassment to the corporate image of the Corps.	Reduction in Rank
51	Misleads the Commission, Corps Marshal, Management or any appropriate authority to take any action resulting in loss of money or property of the Commission/Corps	Refund the sum of money involved and replace the property so lost within three (3) months or have his appointment terminated
52	Takes over from the driver of an impounded vehicle or patrol vehicle and drives such a vehicle carelessly or negligently thereby causing damage to the vehicle or any other property whether in the vehicle or outside	Have the full cost of repairs or replacement of the vehicle deducted from his salary; provided that the total amount of deductions that may be made from his salary in one month shall not exceed 1/3 of his wages. Where the cost of repairs or replacement is more than what can be deducted from his salary in line with the provisions of this regulation, his appointment shall be

		terminated
53	Alters any pay list or document in which the Commission or Corps has interest, (whether or not he benefits himself) or causes the Commission or Corps to incur material or financial loss or makes false entry in such document, or suppresses, defaces or makes away with any such document which it is his duty to preserve or produce	Termination of Appointment
54	Takes without authority or uses otherwise than for the purpose(s) any public or Commission's money or property, or is concerned in or connives in the taking or using other than the purpose(s) for which it was approved any public or Commission's money/property or takes without the owner's consent or approval or uses otherwise than for purposes meant for any money or property belonging to a member of the Corps or non- member of the Corps or connives in the taking or misappropriation of any such monies or valuable property or receives or retains any property or valuables as aforementioned knowing or having reason to believe it to have been taken or to have been misappropriated.	Suspension from service and handed over to the Police for prosecution and if convicted, shall be liable to dismissal from Service
MISCONDUCTS RELATING TO FIREARM AND AMMUNITION		
55	Carelessly or negligently handles a gun or ammunition while on patrol or other duty, or threatens a member of the public with such gun or ammunition except in the lawful discharge of his duty or defence of his life or property or at any time whatsoever threatens another member of the Corps or any other person with a gun issued to him, except in defence of his life or property or carelessly or negligently loses or misplaces a gun or ammunition issued to him or without authority, possesses firearm or uses firearm whether on duty or not or takes away a gun or ammunition issued to him or in the custody of another member	Suspension from service and handed over to the Police for prosecution and if convicted shall be liable to dismissal from service.

	of the Corps without the knowledge and consent of that other member of the Corps or misuses any firearm or ammunition occasioning severe injury or death of another member of the Corps or member of the public.	
CONTINUOUS MISCONDUCT		
56	When the previous record of any member of the Corps against whom allegation of continuous misconduct of which punishments are major entries or higher punishment(s) under these regulations has been proved as to the same nature of misconduct, provided that the alleged misconduct must have been established against the defaulter on two previous occasions.	Termination of Appointment
MISCONDUCTS RELATING TO DRIVER'S LICENCE PROCESSING CENTRE		
57	Produces driver's licence without the required endorsement	Termination of Appointment
58	Illegally produces driver's licence or is in possession of fake driver's license or fails to keep proper records of drivers license or produces driver's licence before payment or engages the services of unauthorized Maintenance Engineers or under-reports or over reports driver's licence production status.	Termination of Appointment
59	Engages in soliciting, touting or collecting money from members of the public or another member of the Corps to process driver's licence for them or illegally prints or issues driver's licence fee receipts or connives with other agencies to illegally produce driver's licence or import materials used in the production of driver's license without the approval of the appropriate authority.	Termination of Appointment
60	Deletes or alters records of production of driver's licence or creates multiple database or engages in parallel production of driver's licence or crashes the computer system intentionally or hacks into the driver's licence portal or fails to account	Termination of Appointment and the Commission shall take legal action to recover from him the full cost of the base stocks

	for base stocks received in his official capacity or uses illegally acquired cards.	unaccounted for.
MISCONDUCT RELATING TO NATIONAL VEHICLE IDENTIFICATION SCHEME		
61	Illegally produces or replaces number plate(s) without the required endorsement by the appropriate authority or engages in production and circulation of fake number plate(s) or solicits, touts or collects money from member(s) of the public or other member(s) of the Corps to produce or replace number plates.	Termination of Appointment.
62	Any member of the Corps who is in unauthorised possession of or engages in unauthorized removal of blank or embossed plate dice or any other number plate production or is in illegal possession of Driver's Licence, Vehicle Number Plate or any material relating to driver's licence or vehicle number plate.	Termination of Appointment and handed over to the Police for prosecution
MISCONDUCTS RELATING TO DUTY ROOM		
63	Accepts, solicits, receives or collects cash in the Duty Room in lieu of bank payment teller or collects money from an offender in lieu of payment of the fine to the designated bank or manipulates or alters the fine receipt register, notice of offence sheet and fine register or any other official document with intent to gain monetary reward or carelessly or negligently misplaces the document or drivers license of the owner of an impounded vehicle or any content of an impounded vehicle or releases impounded vehicle without appropriate authority or carelessly allows any component or declared content of an impounded vehicle to be removed or replaced by unauthorized person(s).	Reduction in Rank
MISCONDUCT RELATING TO INTER CADRE MARRIAGE		
64	Where any Officer marries a Marshal, one of them shall withdraw his services failing which both of them shall be guilty to gross	Termination of Appointment

	misconduct	
65	Where two Marshals are married and one gets converted to Officer's cadre, one of them shall withdraw his services within six months of the conversion, failing which both of them shall be guilty of gross misconduct	Termination of Appointment
CRIMINAL OFFENCES		
66	Any member of the Corps who is accused of any criminal felony or serious misdemeanor	Handed over to the Police for prosecution in a competent court of law and suspended from service and if convicted, shall be dismissed from service.
67	Takes part in an open demonstration, rebellion or riot against any lawful authority or employs the use of force or threat of violence in such circumstances as to make the disobedience subversive of discipline or having as its objective avoidance of any duty or services; is accused of treason or treasonable felony or incites any member of the Corps to take part in such misconduct as provided above, whether actual or intended.	Suspension from service, handed over to the Police for prosecution in a competent court of law and if convicted shall be dismissed from service
MISCONDUCTS RELATING TO TESTIFYING BEFORE A DISCIPLINARY PANEL		
68	Without reasonable cause fails or refuses to testify before FRSC Disciplinary Panel after being duly summoned to appear before the Panel Refuses to swear to an Oath or Affirm as to the truth of his evidence in the matter when duly required to do so; or Refuses or fails to produce a document in his custody or under his control which the Panel requires him to produce.	Reduction in Rank
69	Wilfully supplies the Panel with false information in its deliberations or uses abusive language or wilfully insults or assaults any member of the Panel	Reduction in Rank

	investigating the case or witnesses thereof, or any other person whose duty it is to attend, either before, during or after the proceedings.	
70	Any member of the Corps who absconds or escapes from the Mess, Guardroom, Office or any other place where he is lawfully detained, held or confined	Loss of Seniority
AIDING AND ABETTING		
71	Aids, abets or counsels another member of the Corps in committing any misconduct or gross misconduct contrary to these regulations or conspires with one or more member(s) of the Corps or non member(s) of the Corps to commit any misconduct or gross misconduct.	Same punishment as the principal defaulter. Provided that the non member of the Corps may be handed over to the Police for prosecution.

8.2 PUNISHMENTS

The punishments which may be recommended against any member of the Corps by the FRSC Disciplinary Panel or Summary Proceedings Disciplinary Panel and imposed by the Commission or the Corps Marshal (as the case may be) under these regulations are as listed in the following scale:

- (a) Dismissal;
- (b) Termination
- (c) Suspension
- (d) Interdiction
- (e) Reduction in Rank;
- (f) Loss of Seniority;
- (g) Major entry;
- (h) Minor entry;
- (i) Forfeiture of pay;
- (j) Confinement;
- (k) Extra Duty;
- (l) Severe Reprimand;
- (m) Reprimand;
- (n) Drill;
- (o) Fatigue

Where the misconduct occasions any financial loss or loss/damage to property, the punishment shall be full payment of the money lost or replacement/repair of the said lost or damaged property which shall be deducted from the salary of the member of the Corps. Provided that the total amount of deductions that

may be made from the salary of any member of the Corps in one month shall not exceed 1/3 of his wages.

Where the amount of money lost or cost of repairs or replacement of the lost or damaged property is more than what can be deducted from his salary in line with the provisions of these Regulations, his appointment shall be terminated.

Notwithstanding anything in these Regulations an Officer of the rank of Assistant Route Commander (ARC) and a Marshal of the rank of Marshal Inspector III (MI-III) or Road Marshal Assistant III (RMAIII) shall not be de-ranked but awarded loss of seniority for one year.

Except as expressly provided in these Regulations, not more than one punishment for a particular misconduct or gross misconduct shall be recommended by an FRSC Disciplinary Panel or Summary Proceedings Disciplinary Panel

Subject to the provisions of these Regulations, any member of the Corps who is superior in rank may direct that a Marshal be confined in a Guardroom, drilled or given fatigue. Provided that where a Marshal has been drilled or given fatigue, he shall no longer be subjected to further disciplinary action.

Notwithstanding any other provision of these Regulations, a Marshal from the rank of Marshal Inspector III to the rank of Chief Inspector shall not be drilled or given fatigue.

8.3 DISCIPLINARY PROCEDURE

Any member of the Corps reporting an alleged misconduct shall do so in writing or orally to the Officer in charge of the Command in which he is serving or to the Officer in charge of the jurisdiction in which the misconduct was committed.

Where a report is made alleging a misconduct in an area and the member of the Corps being reported is not from that Command, the Officer in charge of that Command and to whom the report was made shall follow up that report with a memorandum to the Command of any such member of the Corps against whom such report was made.

Where a Commanding Officer is the person being reported by any other member of the Corps, the report shall be made to the person in charge of the next higher Command within the formation provided that where the report is being made against the Zonal Commanding Officer (ZCO) it shall be made to the Corps Marshal.

Subject to the provisions of these Regulations, when any report is made against any member of the Corps, the Officer or Marshal on whom the report is made shall be informed promptly in writing by the appropriate authority and shall be requested to show satisfactory reasons why disciplinary action should not be taken against him. If his explanations are not satisfactory, he shall be referred to Summary Proceedings Disciplinary Panel or FRSC Disciplinary Panel as the case may be for investigations and recommendations forwarded to Management.

Notwithstanding the provisions of these Regulations, the Corps Marshal may direct that a member of the Corps be investigated by an FDP.

All misconducts shall be investigated in the Command where they are alleged to have been committed provided that the Corps Marshal reserves the power to direct that any misconduct be investigated at the National Headquarters or any other Command.

Subject to the provisions of these regulations, the appropriate authority shall proceed to order an investigation by FRSC Disciplinary Panel or Summary Proceedings Panel.

A Board of Inquiry may be convened for cases such as:

- (a) gross misconduct
- (b) loss of FRSC property or money
- (c). damage to property
- (d). any other matter as may be deemed fit requiring a Board of Inquiry to be set up;

A Board of Inquiry shall consist of a Chairman who shall not be below the rank of Chief Route Commander and at least two other Officers one of whom shall be the Secretary.

- a. A Board of Inquiry shall be appointed by the Corps Marshal or any other Officer delegated by him.
- b. A Board of Inquiry shall carry out investigations as contained in its terms of reference and shall make recommendations on its findings to the appropriate authority.

Any member of the Corps found committing or alleged to have committed or reasonably suspected of having committed a misconduct under these regulations may be arrested in accordance with the provisions of these Regulations.

An Officer may be arrested by a Provost Officer who is superior in rank or any other Officer who is superior in rank in accordance with the provisions of these Regulations.

A Marshal may be arrested by a Provost Marshal who is superior in rank or an Officer or Senior Non Commissioned Officer or Non Commissioned Officer subject to these Regulations.

Provided that a member of the Corps shall not be arrested by virtue of this regulation except by another member of the Corps of superior in rank.

Any Officer or Senior Non-Commissioned Officer acting on instruction of the appropriate disciplinary Officer may arrest any Officer or Marshal; provided that an Officer cannot be arrested by a Marshal, Senior Non-Commissioned Officer and Non- Commissioned Officer.

Subject to the provisions of this regulation, the powers of arrest given to any member of the Corps by this regulation may be exercised either personally or by delegation of that power.

The procedure to be adopted by the FRSC Summary Proceedings Disciplinary Panel and FRSC Disciplinary Panel shall be as stated in Schedules 1 and 2 to these Regulations respectively.

Where a member of the Corps is facing disciplinary action or investigation, he shall be allowed to participate in the promotion exercise; provided that he will not be decorated with his new rank until the final determination of the disciplinary action or investigation.

If at the end of the disciplinary action or investigation, he is found guilty of gross misconduct and liable to either reduction in rank or loss of seniority, he shall not be decorated with his new rank and shall forfeit the promotion and any benefit attached to it, notwithstanding his success at the promotion exercise. This provision shall also apply to a situation where after promotion examination, but before publication of promotion result, a gross misconduct is committed.

Where at the end of the disciplinary action or investigation, the member of the Corps is found not guilty; he shall be decorated with his new rank and shall enjoy all benefits attached to the promotion, provided he was successful at the promotion exercise.

8.4 PROMPT INVESTIGATION OF MISCONDUCTS

An allegation against any member of the Corps shall be duly investigated within four weeks from the date the FRSC Disciplinary Panel is convened. Provided that where the Disciplinary Panel cannot conclude its investigation within the four weeks, it shall apply to the appropriate authority for extension of time for

four weeks giving reasons for its failure to do so and shall conclude the investigation not more than four weeks from the date of extension.

Where the FDP neglects and or refuses to conclude investigation within the period specified in regulation 54(1) above, the members of the FRSC Disciplinary Panel shall be investigated for dereliction of duty.

Where investigation is not concluded in line with regulation 54(1) above, the appropriate authority shall convene a new FDP to investigate the alleged misconduct and the proceedings of the initial FDP shall become a nullity.

Where the FDP concludes its investigation in line with regulation 54(1), the Management shall ensure that all other administrative procedures in respect of the case are concluded within two (2) months.

Pursuant to regulation 51(1) above, a member of the Corps shall not remain under arrest and in custody for a period longer than forty-eight (48) hours.

For the purpose of investigating any matter under these Regulations, a member of the Corps may be recalled to the Sector Command, Zonal Command or RSHQ as the case may be.

Where any member of the Corps is recalled pursuant to regulation 54(6) (a) above, he shall not be held for more than forty eight (48) hours and the recalling authority shall provide appropriate accommodation for him at the Mess for officers and Marshal Inspectors, Guardroom for Road Marshal Assistants or any other place approved by the appropriate authority.

An allegation against an Officer below the rank of an Assistant Corps Commander (ACC) or against any Marshal may in accordance with the provisions of these regulations be dealt with summarily by the appropriate disciplinary authority.

A Summary Proceedings Disciplinary Panel may be constituted by the appropriate authority or his delegate.

A Summary Proceedings Disciplinary Panel shall consist of three (3) members; that is, an Officer not lower in rank than an Assistant Corps Commander (ACC) or an Officer of an equivalent rank status with the defaulting Officer or Senior Non Commissioned Officer and two other Officers. Provided that a Marshal not below the rank of Senior Marshal Inspector shall be one of the two others where the alleged defaulter is a Marshal

All Summary Proceedings Disciplinary Panel shall be headed by an Officer.

All records of Summary Investigation Proceedings conducted in field Commands, including exhibit(s) and appeal (if any) shall be forwarded to the Zonal Commanding Officer, who shall review same, make recommendation(s) and forward all to CM. Provided that the ZCO shall forward the record of proceedings and his recommendation(s) within seven (7) days of conclusion of the investigation.

All summary investigations conducted in RSHQ by Heads of Department, Corps Officers or Heads of Special Unit shall be forwarded within seven (7) days of the conclusion of the investigation to the CM, who may direct for a review of same and award appropriate punishment.

Notwithstanding the foregoing provisions, no record of Summary Investigation Proceedings shall be forwarded earlier than two (2) days after the conclusion of the investigation.

Summary Proceedings Disciplinary Panel shall be ad hoc in nature and exist for purposes of investigating allegation(s) referred to it. Upon the conclusion of investigation, SPDP shall stand dissolved.

For all members of the Corps where the punishment for any misconduct 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.

For all other misconducts where the punishment is lesser than those listed in the preceding sub-regulation (1), investigation shall be by Summary Proceedings Disciplinary Panel. Provided that a member of the Corps shall be investigated by an FRSC Disciplinary Panel where he is being investigated for more than one misconduct(s), one of which attracts the punishment stated in sub regulation (1) above.

Notwithstanding the provisions of these Regulations, all Officers of the rank of Assistant Corps Commander (ACC) and above shall not face Summary Proceeding Disciplinary Panel for any misconduct committed by them but shall be investigated by FRSC Disciplinary Panel.

8.5 GENERAL PROVISIONS FOR FDP INVESTIGATIONS

An FDP may be convened by the Corps Marshal or any Head of Department delegated by him, Zonal Commanding Officers, Sector Commanders,

Commandant of the various FRSC Training Institutions, Unit Commanders or any officer acting for the aforementioned category of Officers.

An FRSC Disciplinary Panel shall consist of five (5) members as follows:

- (a) a Chairman, who shall not be below the rank of CRC;
- (b) a Legal Officer of the respective Command where the misconduct is allegedly committed or a Legal Officer in the Corps Legal Office in RSHQ;
- (c) Three (3) other members, one of whom shall serve as Secretary.

Provided that one of the members shall be a Marshal not below the rank of Senior Marshal Inspector (SMI) where Marshal is being investigated.

The quorum of an FDP shall be three including the Chairman and the Legal Officer. Provided that where a Marshal is being investigated, the quorum shall include a Marshal.

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

An FRSC Disciplinary Panel shall have the power to investigate any member of the Corps in consonance with the provisions of these Regulations.

A defaulter shall have the right to defend himself in person or by another member of the Corps of his own choice. The defaulter shall inform the Convening Officer in writing of his defending officer not less than 48 hours before the investigation commences.

An FRSC Disciplinary Panel may recommend a lesser punishment than the one stipulated for the alleged misconduct if the misconduct established is lesser than the misconduct alleged or if after due consideration of the circumstances of the allegation, the FDP is of the opinion that recommending such lesser punishment is reasonable.

No member of the Corps shall be appointed to serve in the FRSC Disciplinary Panel except his appointment has been confirmed. This provision shall not apply to legal officers of the Corps.

FRSC Disciplinary Panel shall be ad hoc in nature and exist to investigate allegation(s) referred to it; Provided that no FDP shall exist for more than two (2) months from the date of its constitution.

- a. No FDP shall exercise special or exclusive investigative power over any class or type of disciplinary matters.
- b. The foregoing provisions shall apply notwithstanding the number of disciplinary matters referred to the FDP.

A member of the Corps can only be punished once it is proven that he has committed misconduct contrary to the provisions of these Regulations.

Subject to the provisions of these Regulations, all disciplinary matters may be caused to be published in PART ONE ORDER and forwarded to the official email of the affected member of the Corps and same shall be deemed to have been officially communicated to all members of the Corps and the affected member of the Corps.

8.6 RIGHT OF APPEAL

Any alleged defaulter who is dissatisfied with the recommendation of an FRSC Disciplinary Panel or a Summary Proceedings Disciplinary Panel shall have right of appeal to the Commission or Corps Marshal as the case may be in accordance with these regulations and as Form 4 to these Regulations.

An appeal against the recommendation of a Summary Proceedings Disciplinary Panel by a dissatisfied alleged defaulter shall be made within two (2) days from the conclusion of SPDP investigation; and same shall be forwarded through the SPDP in accordance with these regulations

An appeal against the recommendation of FDP by a dissatisfied alleged defaulter shall be made within fourteen (14) days from the conclusion of FDP investigation; and same shall be forwarded through the FDP in accordance with these regulations.

In the exercise of the right of appeal conferred by these regulations, a dissatisfied alleged defaulter shall forward his appeal to the Commission or Corps Marshal as the case may be through the approved channel of communication. Notwithstanding the foregoing provision, an advance copy of the appeal may be forwarded to the Commission or Corps Marshal, as the case may be.

8.7 RETRIEVAL OF PROPERTY FROM TERMINATED AND DISMISSED STAFF

Any member of the Corps whose appointment is terminated or who is dismissed from service or ceases to hold or exercise his office, shall forthwith deliver up to the appropriate authority under whom he is serving, his FRSC Identity card, clothing, accoutrements, and other property of the Corps which may have been supplied to him or entrusted to his care; and should he fail to do so, he shall be arrested and handed over to the Police for prosecution and recovery of the Commission's property.

8.8 PREROGATIVE OF MERCY

The Commission shall have the Prerogative of Mercy in respect of Officers and Marshals upon the advice of the Prerogative of Mercy Committee which shall be preceded by a Management Review Committee that will review all applications for Prerogative of Mercy and make recommendations to the Prerogative of Mercy Committee for consideration.

(a) The Management Review Committee shall consist of:

- (i) The Deputy Corps Marshal (Admin and Human Resources) - Chairman
- (ii) The Corps Legal Adviser - Member
- (iii) The Corps Intelligence Officer - Member
- (v) The Corps Secretary - Member/Secretary

(b) The Prerogative of Mercy Committee shall consist of:

- (i) A member of the Commission - Chairman
- (ii) A member of the Commission - Member
- (iii) The Corps Marshal - Member
- (iv) The Corps Legal Adviser - Member
- (v) The Corps Secretary - Secretary

(c) The Prerogative of Mercy Committee shall meet twice in a year.

(d) Where due to exigencies, recommendations are forwarded to the Prerogative of Mercy Committee by the Management Review Committee; the Prerogative of Mercy Committee may convene extraordinary meeting(s) as may be necessary.

(e) For the purposes of the Prerogative of Mercy Committee's meeting(s), the Chairman, Corps Marshal and the Corps Legal Adviser shall form a quorum, while for Management Review Committee, the Chairman, Corps Legal Adviser and one other member shall form a quorum.

Where a member of the Corps is awarded punishment of dismissal from service, termination of appointment, reduction in rank or loss of seniority in line with the provisions of these Regulations, he may apply to the Commission for Mercy and such application shall be reviewed by the Management Review Committee which may forward recommendation(s) to the Prerogative of Mercy Committee for consideration and further necessary action. Such application for Mercy must be forwarded by the member of the Corps within three (3) months of the receipt of letter of award of punishment.

The appropriate disciplinary authority shall be:

- (a) the Chairman or any member of the Commission,
- (b) the Corps Marshal,
- (c) Heads of Department (HODs),
- (d) Zonal Commanding Officers (ZCO),
- (e) Corps Officers (COs),
- (f) Sector Commanders (SC),
- (g) Heads of Special Unit,
- (h) Unit Commanders (UC).

For any misconduct or matter not covered by these Regulations, recourse may be made to the FRSC Operations Manual, FRSC Conditions of Service, Quality Manual or Public Service Rules.

8.9 SUMMARY INVESTIGATION PROCEDURE

A summary investigation under these regulations shall be conducted in the following manner:

- a. When a report or allegation has been made orally or in writing to the appropriate authority, the appropriate authority may, if convinced that a prima facie case has been established, direct that the Officer or Marshal against whom the report or allegation is made appear before a Summary Proceedings Disciplinary Panel.
- b. The Summary Proceedings Disciplinary Panel shall state the allegation to the alleged defaulter and request him to make his defence immediately.
- c. If the defence put up by the alleged defaulter is not satisfactory, the Summary Proceedings Disciplinary Panel shall recommend the appropriate punishment to the appropriate authority.
- d. Where the Summary Proceedings Disciplinary Panel has investigated an allegation against any member of the Corps, the Panel shall recommend that the allegation be dismissed if in its opinion the alleged misconduct was not established.
- e. The Summary Proceedings Disciplinary Panel shall read its findings and recommendation to the alleged defaulter.
- f. The summary proceedings shall be recorded verbatim in a Summary Proceedings Register.

8.10 FDP INVESTIGATION PROCEDURE

Before a member of the Corps is investigated, he must be informed in writing of the allegation(s) against him and given at least seventy-two (72) hours to prepare his defence. The allegation (s) against a member of the Corps shall be as provided in Form 1 of Schedule 2 to these Regulations.

During investigation, the alleged defaulter shall be marched in before the FDP without head dress and belt by the Provost.

The names of members of the FDP shall be read to the hearing of the alleged defaulter before the commencement of investigation.

The alleged defaulter shall be entitled to object to the inclusion of any member of the disciplinary panel constituted to investigate him but must establish good reason why the member should be disqualified. If the panel upholds the objection, a replacement of the disqualified member shall be made by the appropriate authority.

The members of the FDP shall take oath/affirmation before the commencement of investigation as provided in Form 2 of Schedule 2 to these Regulations.

The allegations shall be read to the hearing of the alleged defaulter before the commencement of investigation and his/her plea shall be taken.

The following procedure shall apply in the taking of evidence before an FDP:

- a. The FDP calls witness (es) to present evidence in support of the allegation.
- b. The alleged defaulter or any member of the Corps defending him puts question(s) to witness (es) called in support of the allegation(s);
- c. The alleged defaulter or his defending officer states his defence to the allegation(s) levelled against him;
- d. Exhibits are tendered, if any, in form of documents or any other thing.
- e) The alleged defaulter or his defending officer shall be entitled to call his own witness (es) while presenting his defence.
- f) Any witness called to testify before an FDP shall be on oath or affirmation as specified in Form 3 of Schedule 2 to these Regulations.

There shall be proper documentation of all FDP investigations in an FDP Register or electronic record to be maintained by AHR, RSHQ and Field Commands.

There shall be an FDP Register in every Command in which a verbatim report of all proceedings of investigation is recorded.

Where a member of the Corps is a complainant at any proceedings, he shall not be a member of the FDP investigating the alleged defaulter.

A person to be called as a witness shall not be a member of the FDP.

FDP sitting shall hold within FRSC offices/formations or any other place approved by the appropriate authority.

In the course of the investigation, except where the FDP directs to the contrary:

(a) A person not connected with the proceedings may not be allowed or admitted into the FDP room unless the FDP is satisfied that there is good and sufficient reason to admit such a person;

(b) The FDP may request any person to attend the investigation and give evidence or produce any report or for the purpose of being examined as a witness and it shall be the duty of the person so invited to attend.

(c) In any investigation, the alleged defaulter shall be entitled to make his own defence.

(d) An allegation against one or more alleged defaulter(s) may be investigated either jointly or severally;

(e) If an alleged defaulter, having had due notice of the time and place appointed for the investigation does not appear in person, the FDP shall after considering any ascertainable circumstances of his absence, proceed with the investigation or adjourn to some future date;

(f) The FDP may recall any witness at any time during the proceedings for further evidence, or clarification of fact;

(g) The alleged defaulter or any member of the Corps defending him may put question(s) to any witness giving evidence in support of the allegation and may also put question to a witness for his defence, provided that if the alleged defaulter asks irrelevant, impertinent or intemperate questions to a witness, the FDP may disallow such questions and may direct that any further

question(s) to the witness shall be directed through the Chairman of the FDP and such direction shall be recorded;

(h) If after hearing the evidence in support of the allegation(s), the FDP is of the opinion that there is insufficient evidence to support the allegation, it may dismiss the allegation.

(i) After the taking of evidence is concluded, the FDP shall, if it considers that evidence adduced in support of the allegation(s) is not sufficient record a finding of "not guilty"; but if it considers the allegation proven, it shall record a finding of "guilty".

(j) The FRSC Disciplinary Panel shall read its findings and recommendation to the alleged defaulter.

(k) For all FDP investigation conducted in Field Commands, the Zonal Commanding Officer shall be the Appellate and Reviewing Authority of first instance. Nothing in these Regulations shall preclude the Zonal Commanding Officer from delegating his Appellate and Reviewing power to a Sector Commander or any other officer within the Zonal Command.

(l) The record of proceedings of an FDP, including all exhibits and appeal (if any), shall be forwarded to the Corps Marshal within 21 days of the conclusion of investigation by the FDP. Provided that such record of FDP proceedings, including all exhibits and appeal (if any), shall not be forwarded within the 14 days given for appeal by an alleged defaulter.

(m) On receipt of the FDP proceedings including all exhibits and appeal (if any), the Corps Marshal may direct for a review of same notwithstanding any power of review or appeal already exercised by any other appropriate authority.

(n) In the exercise of the power of review conferred on the reviewing Officer by these Regulations, the reviewing Officer shall make findings, recommendations and may vary the recommendations of the FDP. Provided that a recommendation higher than the recommendation of an FDP or SPDP shall not be made without affording the defaulter the opportunity to be heard.

(o) The Commission or the Corps Marshal as the case may be shall be the approving authority for any recommendation by the FDP or the reviewing Officer, and such recommendation shall only become binding after same has been approved by the Commission or the Corps Marshal as the case may be.

(p) Any entry of a disciplinary nature in the record of service of any member of the Corps may by order of the Commission or Corps Marshal as the case may be, be expunged in recognition of a subsequent specific act of good service or bravery

11. DATA COLLECTION

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

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

11.1 Definition of Data

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

11.2 Classification of Data

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

a. According to Nature

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

b. According to Source

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

c. According to Measurement

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

d. According to Arrangement

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

Example

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

11.3 Data Collection

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

The purpose of data collection is:

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

12. FRSC MESS ETHICS

In any organization anywhere in the world, there are sets of rules that govern the behavioral pattern of the personnel. The sets of rules are meant to be obeyed in order to maintain law and order, if the sanctity of the organization must be maintained.

12.1 MESS MEMBERSHIP

The mess shall comprise of the following classes of members whose rights, privileges and responsibilities are prescribed in these laws could be subject to review from time to time. The classes of membership area as follows:

- a. Full members
- b. Temporary members
- c. Associate members
- d. Honorary members

FULL MEMBERS

All Officers serving in the Road Safety Headquarters, Abuja Zonal Command, FCT Sector Command, and the supporting Units in Abuja are full members. They can vote and be voted for into the mess committee. They shall attend all mess functions and pay all mess subscriptions accordingly.

TEMPORARY MEMBERS

All other officers not serving in Abuja as in paragraph 3 above are automatically temporary members of the Mess. While in Abuja, for a period of not less than one month on official duty, on attending a course, on leave, on medical ground etc will be given temporary membership of the Mess.

A temporary member can have a say in the running of the Mess for the duration of his stay. He shall pay for the use of all Mess facilities, but is not however qualified to vote or be voted for into the Mess committee.

ASSOCIATE MEMBERS

All commissioned Officers of the Armed Forces, Police and Para-Military Organisation both serving and retired shall be regarded as associate members.

Associate Members are entitled to have access to the Mess facilities. An Associate Member may attend organized official Mess functions on invitation only. As Associate Member shall have no say in the running of the Mess. He shall not vote or be voted for as Mess committee member and will not be required to pay Mess subscription.

HONOURARY MEMBERS

The following dignitaries shall be granted automatic honorary membership of the Mess:

- a. Grand Patron (C-In-C)
- b. SGF
- c. Honourable Minister FCT
- d. Ministers
- e. Any other person as may be approved /directed by the patron (COMACE).
- f. Such other persons as may be agreed upon by the Mess committee subject to confirmation by the patron.

OTHER HONORARY MEMBERS

Honorary members shall be regarded as an exclusive offer and application shall be highly restricted. Any eligible candidate for honorary membership shall fulfil the following conditions. Nomination or sponsorship of a prospective honorary members shall be made by two full members not below the rank of a Chief Route Commander. Such application shall be made on the honorary membership form which will be pasted on the notice board for at least two weeks before a mess committee meeting. Members are expected to register their observations /objections to the admission of proposed candidates, if any, before the mess committee. The decision to admit an individual as an honorary member shall be simple majority which will be subject to the patron's approval. The PMC and Mess Executive committee have the powers to overrule the selection before it gets to the patron.

If the application for honorary membership is as provided in section 11 (d) above, the candidate will be granted a provisional honorary membership which will last for a period of three months. After the three months mandatory period of probation, members shall be required to register their comments or observations about a particular candidate to the PMC or Mess Secretary in writing.

If a candidate on probation is found wanting, a report shall be made to the PMC which will in turn be tabled before the Mess Executive committee. The provisional honorary membership granted to such candidate will be withdrawn immediately, if the allegation is confirmed to be true.

When a candidate is not found wanting during the period of probation, a full honorary membership status will be granted to the candidate in accordance with section 11 (d) above. The candidate will be required to appear before the Mess

committee where he shall be invited and formally welcomed into the Mess by the PMC on behalf of other members.

- a. Honorary members have the right to use all Mess facilities to buy drinks and sundries on cash basis only.
- b. Honorary members shall not have a say in the running of the affairs of the Mess. However, suggestion (s) for improvement may be made to the PMC or Secretary.
- c. The proposed honorary members will be required to pay an initial fee of =N=10,000 and an annual renewal fee of =N=5,000 or as may be stipulated from time to time.
- d. Honorary members shall not be expected to pay subscription, although donations in cash or kind may be made to the Mess.

12.2 MESS MEETINGS

The following meetings shall be held by the Mess from time to time as may be stipulated by the laws governing the Mess namely;

- a. General Mess Meeting
- b. Mess committee Meeting

GENERAL MESS MEETING

A General Mess meeting will be held once in every quarter and will be held once in every quarter and will be convened by the PMC to discuss the following:

- a. The review of policy matters
- b. The financial position of the mess
- c. Initiation of new honorary members
- d. Other important matters

A Quorum of the meeting shall be two third (2/3) of full members present in at the time of voting. A copy of individual motion and proposal shall be handed over to the secretary forty-eight hours (48) before each general meeting to enable him include it in the agenda. Resolution shall be passed if:

- a. Supported by two third (2/3) majority in case of removal of committee members.
- b. Supported by simple majority for other resolutions.
- c. Only full members have the right to vote during general meeting.

General mess meeting shall be held on the last Friday of the last month of the quarter by 10:00 hours. Unless otherwise overtaken by other events in which case a new date will be communicated to all members.

MESS COMMITTEE MEETING

Five members of the committee shall form a quorum provided that the meeting shall not be held in the absence of the PMC. Resolutions at this meeting shall be by a simple majority of members present at the time of voting. Emergency meeting may be convened by the patron or the PMC through the Mess Secretary. All resolutions adopted by the Mess committee shall be binding on all members. Mess committee shall be held every last Wednesday of the month by 12:00 hours. The PMC shall be appointed by the Patron, and shall not be below the Rank of Assistant Corps Commander (ACC). All Officers below the rank of the PMC can contest for officers listed in Mess committee part two of these rules and regulations.

12.3 COMPOSITION/DUTIES OF MESS COMMITTEE

a. Members of Mess Committee

There shall be a Mess Committee charged with the responsibility of effective and efficient running and management of the affairs of the Mess in accordance with Rules and Regulations contained in this document.

b. Composition of the Committee

- i. The Mess Executive Committee shall be composed of the following officers.
- ii. President Mess Committee (PMC)
- iii. Mess Secretary
- iv. Treasurer
- v. Financial Secretary
- vi. Wine Member
- vii. Food member
- viii. Entertainment member
- ix. Garden member
- x. Auditor
- xi. Property (House) member
- xii. Sport member
- xiii. Mess Provost.

The Mess committee shall be responsible for the effective and efficient management of the Mess, having proper regard to supervision of Mess catering services. The proper control of the accounts of Mess, income and expenditure is also essential. The maintenance of the Mess property, furniture and fittings and

the proper expenditure of the fund allocated for such maintenance. They make reasonable recommendations to the Patron on the expenditure of capital sum for Mess maintenance and improvement. The discipline of Mess staff lies on the committee. The adjustment of the price to be charged for meals supplied to members is depending on the market functions. They fix the Mess Bar tariff, promote and organize Mess functions. The drawing up and subsequent revision of rules and by-laws for approval at the General Mess meeting which from time to time are meant to govern the internal administration over the Mess. They also determine & fix the cost and responsibility for any damage done to any Mess equipment, fitting or building. They are also responsible for the insurance of mess for loss by Fire or theft or other mess property, furniture, & fitting.

12.4 DO'S AND DON'TS

- a. Beret, service belt are not allowed in the mess.
- b. Sword, pistol, swagger cane are not allowed in the mess.
- c. Bathroom slippers are not allowed in the mess.
- d. Towel is not allowed in the mess.
- e. Dirty overall is not allowed in the mess.
- f. Drinking directly from the bottle is an offence in this case; glass cup or straw has to be used.
- g. Dropping of cigarette end on the floor is not allowed.
- h. Urinating and defecating around the mess premises is not allowed.
- i. Officers mess is not allowed to all ranks from RMAIII-CRM
- j. Senior non-commissioned officers mess is not allowed to RMAIII- SRM.
- k. Misuse of mess materials will attract a fine
- l. Banging of legs is not allowed in the mess.
- m. Dropping of liquid on the floor is not allowed
- n. Improper dressing either in uniform or civil dresses is not allowed.
- o. Sitting on the arm of chair is not allowed.
- p. Sitting on president of the mess committee (PMC) chair is not allowed and this will attract a fine.
- q. Opening of bottle with teeth is not allowed.
- r. Disrespect to senior is not allowed.
- s. Fighting in the mess is not allowed and it will attract a fine and punishment respectively.
- t. All officers are to be responsible for the conduct of their guests.
- u. Political discussion in the mess is prohibited.
- v. Talking and shouting at the top of one's voice is prohibited.

- w. No salutation in the mess, in any case, you only stand up as a sign of respect to your superior when he/she comes to the mess.
- x. Finally no officer leaves the mess without the permission of PMC

DUTIES OF THE MEMBERS OF THE MESS COMMITTEE

PRESIDENT MESS COMMITTEE (PMC)

- a. The duties of the PMC shall be:
 - i. Preside over Mess Committee meetings
 - ii. Coordinate the work of Committee members.
 - iii. Scrutinize the accounts of the Mess on a monthly basis.
 - iv. Responsible for the general discipline of members and effective administration of the Mess sub-functions
 - v. Co-opt members to serve in Mess sub-functions.
 - vi. Ensure that decisions taken by the committee are properly implemented.
 - vii. Ensure that genuine complaints and good suggestions submitted by the members are considered and decided by the Mess committee.
 - viii. Bring to the notice of the Patron other matters which need to be brought to the latter's notice.
 - ix. Call for general Mess meeting at short notice and preside over such meetings
 - x. Responsible for keeping the Mess Rules and Regulations amended up to date and taking necessary steps to ensure that they are obeyed.
 - xi. Cause bills to be honoured and debts to be liquidated
 - xii. Ensure that all members settle their bills and subscriptions within one month after they have been issued.

b. THE MESS SECRETARY

The duties of the Mess Secretary are:

- i. Attending to all the correspondences of the Mess.
- ii. Prepare agenda for all Mess Executive Committee and general Mess meetings.
- iii. Supervising under the directions of the PMC the general working of the committee.
- iv. Organizing the Mess general meetings.
- v. Maintaining an up-to-date list of honorary members.
- vi. Keeping the records of all Mess meetings/ activities.
- vii. The provision of dailies and magazines in the Mess.
- viii. Posting of notice regarding Mess activities on the notice board.
- ix. Be a signatory to the Mess accounts
 - Maintaining the following books and records:

- Minutes Mess meetings
- Honorary members
- x. Officers arrivals and departures.
- xi. Persons to the invited to mess functions
- xii. Preparing and distributing Mess bills and subscriptions monthly.
- xiii. Record the minutes of all Mess meetings and circulate such minutes to committee members.
- xiv. Responsible for completion and rendering list of Mess debtors to the PMC.

c. THE ASSISTANT SECRETARY

The Assistant Secretary:

- i. Assists the Secretary in the performance of his duties.
- ii. Carries out the Secretary's duties in the absence of the Secretary.
- iii. Performs all other duties that may be assigned by the PMC.

d. THE MESS TREASURER

The Mess Treasurer will perform the following duties:

- i. Advise the PMC on all financial matters
- ii. Be responsible to the PMC on all the finances of the Mess and prompt payment of all approved Mess expenditure.
- iii. Maintenance of Mess accounts, safekeeping and banking of monies
- iv. Present to the general Mess meeting the quarterly balance sheet and state of accounts.
- v. Prepare the Mess account for an audit board when appointed.
- vi. Disbursing funds as approved by full members PMC and Mess Committee members.
- vii. Preparation of messing sheet, in conjunction with the Wines and Messing members.
- viii. Supervises details on all Mess accounts and financial transactions.

e. THE MESS FINANCIAL SECRETARY

The duties of the Mess financial Secretary shall include:

- i. Make disbursement in accordance with the directive of the PMC.
- ii. Prepares all payments required in accordance with the documents presented by any Mess Committee member.
- iii. Prepares from time the list of defaulting members and ensure that defaulters settle their debts.
- iv. Perform all other functions that may be assigned by the PMC

f. THE WINE MEMBER

The duties of Wine member shall include:

- i. Provision of effective bar services to members.
- ii. Supervise, coordinate and control the sales of drinks by the barmen.
- iii. Examine the requirements of the Mess bar and recommend the qualities and varieties of beer, wines, spirits, mineral, etc. which should be held in stock by the Mess.
- iv. Maintain such stocks at the levels agreed upon by the Mess committee by purchases made as and when required.
- v. Ensure that all bills for all such purchases are forwarded weekly to the Treasurer for payment.
- vi. Ensure that all bar staff are well trained and always well turned out.
- vii. Ensure that all officers do not exceed the credit level approved for them where such facilities exist.
- viii. Production of Mess price list to be conspicuously displayed
- ix. Rendering of accounts to the Treasurer stating profit accrued from sales.
- x. Responsible for checking of daily wines sheet and maintenance of sales book
- xi. Perform in addition to above such tasks that may be assigned to him by the PMC.

g. THE FOOD MEMBER

The food member shall perform the following duties:

- i. Organization of the catering arrangements for all Mess functions.
- ii. Provision and supervision of food for dining - in members
- iii. Render to the Treasurer regularly, profits accruing from the Kitchen and catering services if any.
- iv. Supervision of all kitchen staff and maintaining of kitchen facilities.
- v. Prompt rendering of all bills in respect of all purchases to the Treasurer for payment
- vi. Performs all other duties as may be assigned by the PMC

h. THE ENTERTAINMENT MEMBER

The duties of Entertainment Member shall be:-

- i. To organize entertainment such as parties cinema shows and cultural displays and other activities.
- ii. Shall be responsible for providing music, records, TV and satellite viewing facilities.
- iii. Shall provide lighting, public address equipment and band during all organized activities.

i. THE GARDEN MEMBER

The duties of the Garden member are:

- i. General beautification and neatness of the Mess premise.
- ii. Maintenance of gardening tools, the garden chairs and children's play equipment if any .
- iii. Ensure greenery of the Mess environment all year round.
- iv. Decoration and beautification of outside venues for Mess functions.
- v. Make recommendations for new plants, flowers, their purchase and maintenance.
- vi. Perform other duties that may be assigned by the PMC.

j. THE PROPERTY (HOUSE) MEMBER

The property Member shall perform the following duties:

Maintain a register for the recording of:

- i. A schedule of immovable Mess Property
- ii. An inventory of movable Mess property on loan to the Mess.
- iii. A record of the cost of purchase of all articles/properties of the Mess and valuation after the depreciation as shown in the last half yearly audit shall be properly maintained.
- iv. To inspect and check periodically all the articles listed in the inventory, rooms, offices and apartment.
- v. To recommend to the Committee the repairs or replacement of any damaged or unserviceable articles of the Mess equipment or furniture.
- vi. Responsible for the security of the entire Mess property.
- vii. Performs all tasks relating to properties that may be assigned to him by the PMC.

k. THE SPORTS MEMBER

The Sport member shall perform the following duties.

- i. Organizing and coordinating sporting activities within the Mess.
- ii. Arranging matches and competitions with other Messes and Clubs.
- iii. Providing and maintaining sporting activities within the Mess.
- iv. Responsible for the security of the sporting facilities and equipment.
- v. Recommend to the Committee the purchase of new sports equipment for the Mess.
- vi. Perform all duties relating to sports that may be assigned to him by the PMC.

I. THE MESS PROVOST

The functions of the Mess Provost shall include:

- i. Being the custodian of discipline in the Mess.
- ii. Ensure that the Mess activities commence and close at the stipulated time.
- iii. Ensure that officers coming to the Mess are in the right dress code
- iv. Ensure the security of the Mess properties.
- v. Perform any other duties as may be assigned.

12.5 THE MESS ELECTIONS

All the Mess Executive Committee members less PMC shall be elected while the PMC would be appointed by the Corps Marshal (PATRON) of the Federal Road Safety Commission. Elections shall be once in two years. A member of a committee shall stand for re-election as many times possible but in different capacities. In exceptional cases, the committee or any member of the Committee may be replaced before the expiration of one year for various reasons such as posting, course, misconduct or ineffectiveness. The decision for such action will be discussed and voted upon a general mess meeting. A candidate for an elective office must be sponsored by at least two members. A candidate stands elected if he wins a simple majority of the full members present at the time of voting. The voting pattern is by open secret ballot.

TENURE OF OFFICE

The tenure of office for the committee shall be two years. However, a member may be removed for mismanagement and unconstitutional behaviour before the expiration of his tenure.

APPOINTMENTS

Appointments of the Mess Committee are as follows:

- a. The PMC shall be any officer appointed by the Corps Marshal.
- b. The other Committee members shall be elected by the full members by simple majority in a general mess meeting.
- c. The Patron or PMC shall appoint another officer to act for a committee member who relinquishes his appointment through posting, proceeding on leave, course or removal due to misconduct. This appointed member shall assume all the powers of substantive holder.

12.6 MESS FUNCTIONS AND ACTIVITIES

Below are the Mess functions that can take place in the Mess.

- a. Mess get-together

- b. Guest night
- c. Dinner night
- d. Variety night
- e. Children's party
- f. Regimental dinner night
- g. ladies night
- h. Special Sallah, Christmas, Easter-Get-together
- i. Family night

MESS GET-TOGETHER

An Officers mess get-together shall be held on the third Thursday of each month by 1100hours. However, a special get together could be held as directed by the patron or PMC. Normal working -out dress shall be worn on such occasions.

REGIMENTAL DINNER NIGHT

Regimental dinner night shall be held once in a year on a day to be fixed by the Mess committee subject to the Patron's approval. All full members of the mess are to attend wearing their mess kits. The following procedure for Dinner Night shall be abided to by all members. The PMC shall act as the president during a Regimental Dinner Night. The PMC shall detail the most junior officer in station to act as mister vice on these nights for duties as stipulated. All Officers attending shall be in their Mess kits while their civilian's guest shall be in National dress or lounge suit. No member shall leave the Mess after the Dinner Night before the patron or PMC except permission is granted to do so. **The president of the Dinner Night shall carry out the following functions:**

- a. Control of the service of dinner through the Mess officer who stands behind his chair
- b. Order the circulation of port
- c. Rise and propose the loyal toast when all the glasses are charged by saying "Mr, Vice the loyal toast.

The duties of the Mister Vice of a Dinner night shall include:

- a. To uncase the colour and place in the dining room 3 minutes before time for dinner.
- b. To return the colour after dinner
- c. To circulate the port on signal from the President of the Dinner night.
- d. To reply to the loyal toast by rising up immediately the toast is proposed by saying "Gentlemen to the head of State and Commander-In-Chief of the armed Forces of their Federal Republic of Nigeria".

All are to raise and stand while the bonds of drum play the first verse of the National Anthem. The Vice now says " The loyal Toast" and every person drinks from his cup. A committee to be appointed by the PMC as directed by the Patron shall oversees the organisation and necessary arrangement for every diner night.

SOCIAL NIGHT

Social night shall be held on the last Saturday of each month dressing is informal and officers are allowed to come with their guests. Other members other than the full members are also allowed to attend. Members shall be required to buy their drinks, pepper soup, suyas etc. The entertainment officer will provide music; social night starts by 2200 hours.

TOMBOLA NIGHT

Tombola Night shall be held weekly on Monday by 20:00 hours with officers and families and guest in attendance. There shall be a tombola sub-committee whose chairman shall be the Tombola member. He shall be responsible to the PMC for the following:

- a. Organizing of Tombola night.
- b. Procurement of Tombola tickets.
- c. The rendering of accounts to the Mess treasurer every other week.
- d. Honorary members could be co-opted to assist tombola night committee members on the recommendation of the committee chairman.

CHILDREN'S NIGHT

Children's party shall be held once in a year as decided by the mess committee. Parent whose children would be in attendance shall be required to pay a token amount for the organization of the party.

LADIES NIGHT

Ladies' night shall take place as and when the patron decides.

12.7 MESS ORGANISATION, FUNDING AND ADMINISTRATION,

a. MESS FINANCE/SUBSCRIPTION

The Mess shall be operated and administered with funds from the following sources:

- i. Monthly mess subscription by members,
- ii. Profit accrued from sales of drinks, tombola, food and snacks.
- iii. Annual levies paid by Honorary members.

- iv. Annual subvention from FRSC HQ.
- v. Donations from other organisation, individual and members of the mess.

Mess subscription shall be paid quarterly on pro-rata basis as stipulated below.

- a. ARC and DRC - N 200
- b. RC - N300
- c. SRC -N400
- d. CRC -N500
- e. ACC -N600
- f. DCC -N700
- g. CC -N800
- h. ACM -N900
- i. DCM -N1000

All mess bills are to be settled by officers 7 days from date of receipt of salary. On the 8th day the PMC shall notify the Patron of all outstanding debts. The mess secretary shall issue mess bills latest by the last week of each month.

b. SPECIAL LEVIES

Special levies may be imposed on full members as occasion warrants for the smooth running of the mess or for special mess functions e.g winning -off.

c. MESS CURRENT ACCOUNT

The mess shall maintain one general bank account and other subsidiary accounts if necessary for the efficient administration of any specific which may be opened at the directive of the patron.

The PMC mess secretary and treasurer shall be signatories to the mess Account. Any cheque signed by two of the signatories shall be deemed valid.

d. FINANCIAL LIABILITY OF MEMBERS

A member shall be liable for all debts by him or for his personal guests in the mess. Purchase of drinks, pepper soup and other items sold in the mess shall be on cash and carry basis or through any other means approved by the mess committee. No credit facilities shall be allowed unless otherwise decided by the committee.

e. MESS MAINTENANCE EXPENDITURE

The PMC and his mess committee members are authorized to expend not more than N100, 000. 00 (one hundred thousand naira) only at a particular time for the monthly, routine expenses and the maintenance of the mess and mess properties. They are also authorised to purchase new items for the mess and replacement of unserviceable items. No expenditure in excess of the sum mentioned above in Para 68 for such purpose may be incurred without the approval of the patron.

f. CAPITAL EXPENDITURE

All items of capital expenditure in respect of the mess shall require the approval of the patron, based on the recommendation of the mess committee.

g. AUDITING

The balance sheet statement of account of the mess shall require to be audited after end of two (2) years by auditors appointed by the Patron. No member of the mess committee can serve on the audit board. The audit board shall also audit all items and equipment belonging to the mess.

h. POWER TO WRITE OFF DEBT

Only the Patron or the General mess meeting have the power to write off breakages and debts owed to the mess which in opinion of the mess committee is irrecoverable.

i. BAR

Sales at the bar are strictly on cash basis or through other means. The bar timings are as follows:

- i. Mondays to Fridays - 10: 00 hours to 23:00 hours (Sales of alcohol drinks starts by 15:30 hours)
- ii. Saturday, Sundays and Public Holidays - 09:00 hours to 23:59 hours (sales of drinks starts by 10:00 hours)
- iii. If any Officer decides to stay longer than the specified time he will pay the sum of N100.00 (One hundred Naira) per hour to the Bar man on duty.
- iv. Above timings and charges shall not affect official mess functions in general.

- v. All prices of drinks are to be displayed conspicuously by the duty barman. It is the responsibility of members to ensure that they are charged the correct price for all their bar purchases.
- vi. Members and visitors are not allowed behind the counter to serve themselves. They also cannot serve others for any reason whatsoever.
- vii. Members are allowed to take drinks out of the mess premises but deposit for empties shall be made before such purchases

j. MESS PROPERTY

Mess properties are items or equipment and stores purchased with mess funds used for day to day running of the mess. Purchase should only be made when it becomes impossible to acquire the items through free use based on the commission's schedule for officer's mess. It shall be the responsibility of members and staff to guard against damage, losses and breakages of the mess property. Unauthorized removal of mess property shall be reported immediately to the property member who shall take steps to recover such property. All request for loan to officers and organisation must be in writing and approved by the PMC before items are to be removed from the mess. Any damage discovered during the period shall be charged to the individuals or organisations concerned.

k. MESS TRADITIONS AND ETIQUETTES

The Officers' Mess is the Home of all Officers. It is therefore expected that all members conduct themselves in a gentlemanly manner and avoid excessive drinking noisy behaviour, clicking of glasses etc.

l. COURTESY OF SENIOR OFFICERS

A junior officer should not be afraid to enter into conversation with senior officer in the mess but must avoid excessive familiarity. junior officers should stand up as a mark of respect and courtesy to senior officers when they arrive in the mess. Coming to attention in the mess shall however be avoided.

m. MESS DRESSING

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

- i. Lounge suit
- ii. Complete National dress
- iii. Long sleeve shirt and trouser with tie
- iv. Safari suit
- v. Buba and trouser with cap to match
- vi. Caftan, trouser with cap
- vii. Dress for normal occasion after working hours and weekends shall be informal but presentable and befitting an officer status.
- viii. Sports dress may be worn in the mess for a short period after games to 19:00 hours except special permission is given.

Wearing of bathroom slippers, a short etc in the mess by any person is strictly forbidden. The use of web belt into the mess is not allowed.

n. WEAPONS

Arms and dangerous weapons must be removed before entering the mess.

o. HEAD GEAR

When in uniform, head gear will be removed before entering the mess.

p. PETS IN THE MESS

Pets are not allowed into the mess. It is serious offence for members to bring pets into the mess premises.

q. PROTOCOL FOR DRESS DURING MESS FUNCTIONS:

During mess functions in the mess, any member who wishes to address the mess shall proceed by saying, "The PMC Sir, senior officers, Gentlemen officer, ladies (if present) and gentle men" (If honorary members or invited guests of the mess are present) before addressed before the PMC.

r. GUEST IN THE MESS

Officers shall be responsible for the behaviours of their guests in the mess and be required to pay for any drink (s) consumed by their guests. Visitors to the mess may be asked to sign the visitors' guest book and they must be introduced to the Patron and PMC present or the most Senior Officer present. All guests shall have social status of officers and must be decently dressed. Such guests are expected to abide by the rules governing mess, outfit and behaviour. All guests shall be treated politely. Guests to any member shall be assumed to be every member's guests and shall be treated as such.

Members shall be courteous to all guests and shall be prepared to render necessary assistance to such guests when required. Forms of rowdiness in the mess must be avoided. The forming of mess cliques must be avoided at all costs. They kill the family spirit in the mess, besides causing a lot of bad feelings which is very quickly evident to visitors and the rest of the formation. An officer must realize that the habit of drinking too much is not clever, nor is it a very good example. Behaviour in an officers' mess should be exemplary as it has a direct bearing on discipline throughout the commission. There is no smoking in the mess. Political or religious discussion is not allowed in the mess.

s. INITIATING NEWLY POSTED OFFICERS

The following procedure will be observed when initiating new officers into the mess:

- i. The initiation shall take place during a get-together.
- ii. The new officer(s) shall be asked to give the names of 5 officers present. Inability to do so shall result in a fine.
- iii. The new officer shall be required to drink a mixture of all brands of drinks previously arranged on a table. The drinking of the mixture shall be timed.
- iv. Inability to finish the drink within the given time shall result in a fine.
- v. The new officer shall be required to answer some questions and tell the members about himself.
- vi. He will be required to march both in slow and in quick time.
- vii. With all these done, the new officers shall become a full member of the mess.

t. INITIATION OF NEW HONORARY MEMBERS

All honorary members whose applications for membership of the mess have been approved shall be initiated into the mess. The following procedures shall be observed:

- i. The initiation shall take place during a get-together,
- ii. The new member(s) shall be required to stand up while his/their curricular vitae is/are read.
- iii. The members shall be required to sing the National Anthem and recite the Pledge.
- iv. He will be required to answer a few questions.
- v. The honorary member shall then be presented with his membership card.

- vi. One of the newly initiated honorary members shall be required to give a vote of thanks on behalf of others.
- vii. With this done, the new members shall become honorary members of the mess.
- viii. The above procedure does not apply to those granted automatic honorary membership of the mess.

u. PROMOTION

The formal decoration of promoted officers shall be done in the mess.

- i. The PMC shall fix the time and date after necessary papers have been published on the order of the patron.
- ii. The promoted officers shall finance the ceremony but the mess may supplement on the directive of the PMC.
- iii. Families and friends of the promoted officer(s) may be invited.
- iv. The mess Secretary shall read the citation.
- v. The Patron, Directors, PMC and any other senior officers present shall conduct the decoration of the officer(s) concerned.
- vi. This shall be followed by a toast.

v. WINNING -OF:

The mess committee shall make arrangement for Drinking -off retiring officers.

- i. A cocktail party shall take place for this ceremony.
- ii. Special levies may be imposed on members for such occasions.

w. SECURITY OF MESS

The Provost and Intelligence units shall be responsible for providing personnel for the policing of the internal perimeter of the mess during scheduled activities. The PMC and the Mess committee members shall supervise and oversee the security of members and guests of the mess during the functions.

x. PUNISHMENT

Any member that contravenes any of these laws in this document shall be liable to fines and other punishments decided upon at the mess committee's meeting.

y. PUNCTUALITY

All members must be punctual when attending mess functions. Absenteeism and lateness to mess functions shall be liable to fines as may be decided by the PMC. All mess official functions are Corps Marshal's parade. Nobody is allowed to come into the mess function when the patron is seated.

z. GAMBLING

Gambling is not allowed in the mess. Such games as tombola which are played on their social merit are not considered as gambling as the money involved is limited and not considered to be exorbitant to put an officer in financial embarrassment.

aa. GIFTS BY THE MESS

The mess may from time to time find it necessary to present gifts on occasion of members getting married, retiring from service, on posting out etc. the cost of such gift shall be borne by members based on recommendation by the mess committee.

ab. GIFTS AND DONATIONS TO THE MESS

Gifts and donations made to the mess by members and non-members shall be made known to the mess by the mess secretary during a mess get-together. The decisions shall be made by the mess committee.

ac. SUGGESTION BOX

All suggestions, advice towards the improvement of the mess will be dropped in the suggestion box provided in the mess or with the mess secretary which will be read to the mess during the mess general meeting.

ad. MESS STAFF

Barman and stewards on mess duty will wear the authorized mess dress or such other dress as may be laid down from time. The mess Marshal is responsible for their turn out and discipline. The Mess staff are not to be employed by members on errands outside the mess without the permission of the mess marshal

12.8 USE OF THE MESS BY INDIVIDUALS AND ORGANISATIONS

Individuals and organisations wishing to make use of the mess and its service shall be required to apply in writing seven days before the date required to the PMC.

After consultation with other mess committee members, the PMC may give approval for such usage. Such individuals and organisations shall be responsible for any damage to mess properties during such occasions. For no reason whatsoever would the mess or mess facilities be used without the permission of the PMC.

a. TABLE MANNER

While in the mess, remember the following:

- i. Do not pile up your plate with food. If you need more food, you can always have a second round.
- ii. Do not be sloppy and noisy while eating
- iii. Do not lean across the table to get pepper or salt. Always ask the person next to you to pass the items to you.
- iv. Noisy behaviour, clicking of glasses and talking in dialects not common to all members of the mess are bad manners.

b. GENERAL

It is not usual to mention ladies names in the mess, other than the names of Historical Persons. Obscene words, foul language are not allowed in the presence of ladies. Messes have by tradition a system of fining officers, for various breaches of mess customs and general etiquette, such breaches include:

- i. Mentioning Ladies names in the Mess.
- ii. Uttering obscene words.
- iii. Being improperly dressed
- iv. Talking "shop" except in really urgent cases.
- v. Telling long stories and so on.
- vi. Making and taking "Bets" at the table.

c. AMENDMENTS

These rules and regulations are subject to amendment by members. The process of amendment shall include the following:

- i. The resolution for amendment shall be proposed in writing and supported by at least four members.
- ii. The resolution shall be sent to the PMC, through the mess secretary, three days before the mess General meeting.
- iii. Amendments are made by a simple majority votes case.

13. PARADE AND DRILLS

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

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

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

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

13.1 Types of ceremonial parade

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

a. Passing out parade.

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

b. Independence/ Anniversary parade.

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

c. Wedding Ceremonies.

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

d. Pulling out parade.

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

e. Burial/funeral parade.

Funeral parade is organized in honour of the deceased serving personnel. All ranks are to wear uniform. The national flag and FRSC flag will be over the coffin and prior to interment will be folded in triangular shape and presented

to the chief mourner who will in turn present it to the next of kin. The head dress, belt, sword and boots of the deceased should be placed on the coffin in addition to wreaths. The burial party will consist of an Officer, senior non-commission officer or Non-commission officer in charge and six to eight bearers depending upon circumstances. The rank of the bearers will depend upon the rank of the deceased. Where these ranks are not available, junior ranks next to the rank of deceased may be used. All ranks passing a military or paramilitary funeral will salute the bier. Burial party may consist of 6-8 persons to arrive at the mortuary.

f. Handing and Taking Over Parade.

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

13.2 TYPES OF DRILLS

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

mainly meant for SNCO's and drill instructors that are required to bear the sticks.

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

13.3 CHARACTERISTICS OF A GOOD PARADE COMMANDER

A parade commander should possess the following characteristics:

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

14. NATIONAL UNIFORM LICENSING SCHEME (NULS)

14.1 Overview of NULS

The NULS is an umbrella name of many products. It was launched simultaneously in all the States of the Federation and the FCT on 5th February, 1990. These are:

- National Drivers' Licence Scheme (NDL).
- National Vehicle Identification Scheme (NVIS),
- National Vehicle Licensing Scheme (NVLS),
- Proof of Ownership Certificate (POC),
- Vehicle Identification Tag (VIT),
- Roadworthiness Validity Tag (RwVT),
- National Vehicle Number Code (NVNC) and
- Central Data Bank (CDB) now FRSC Information Technological Centre (ITC).

14.2 Process and Procedure of obtaining FRSC products.

In a bid to continue to give the best services to the teeming population which also aligns with the presidential executive order No.1 for Ease of Doing Business, FRSC continues to simplify its processes and procedures for obtaining its products. As follows:

14.3 Process and Procedure of obtaining NDL

1. a. Issuance of New Driver's Licence

- i. A person not below the age of 18yrs who desires to obtain a Private Driver's Licence shall ensure the following:
- ii. Obtains Learner's Permit from Internal Revenue Service (IRS), Motor Licensing Authorities (MLA) or Motor Vehicle Administration (MVA)
- iii. Chooses Driving School from list of certified schools online dssp.frsc.gov.ng and register.
- iv. Driving school trains the applicant for 26 sessions after which he or she writes exams
- v. Successful applicant shall be issued with a certificate of completion which shall expire in 6months. The certificate number is used to call up applicant's record (name & DOB) on pre-populated form ML18N from (www.nigeriadriverslicence.org)
- vi. Applicant proceeds to the VIO for driving test. If successful, he/she is issued with the Driver's Test Certificate.
- vii. Unsuccessful applicant shall be entitled to apply for another test after the expiration of one calendar month from the date of the previous test.
- viii. Successful applicant proceeds to make payment of prescribed fee of N15,000 or N21,000 for Driver's Licence with 3 or 5yrs validity period respectively at designated banks (FCMB, FBN, Access, UBA, Union, Sky Bank, etc using **PAYARENA or other available E-PAYMENT platform**

on the portal). However, for Tricycle/Motorcycle Licence, the applicant is to pay N7,000 or N11,000 for 3 years or 5 years respectively.

- ix. The applicant confirms the payment at BIR/Motor Vehicle Administration Agency (MVAA).
- x. A Vision Acuity Test shall be conducted at FRSC DLC to confirm the health status of the driver's eyes.
- xi. Applicant shall present his/her self for Bio-metric and Bio-data captured at FRSC DLC and will be issued a temporary licence valid for 60days.
- xii. Bio-metric investigation shall be conducted on the applicant's bio-metric at FRSC Data Centre.
- xiii. Applicant shall collect the permanent Driver's Licence at State IRS/MVAA after 60days of issuance of the temporary card.

NOTE: The feedback or cogent reason a permanent Driver Licence may not be produced within the 60 day standard timeline must be communicated back to the applicant through his registered phone number.

2. Issuance of Renewal of Drivers' Licence:

- i. The holder of a valid Driver's Licence may apply for and obtain a renewal of the Driver's Licence at any time within a period of one calendar month before the expiration date of the Licence.
- ii. All applicants for renewal of Driver's Licence shall undergo a driving test if six (6) months have elapsed since the person last held a valid Licence.
- iii. Applicant shall fill and submit application form online via (www.nigeriadriverslicence.org).
- xiv. Applicant proceeds to make payment of prescribed fee of N10, 350 or N15,450 for Driver's Licence with 3 or 5yrs validity period respectively at designated banks (FCMB, FBN, Access, UBA, Union, Sky Bank, etc using **PAYARENA or other available E-PAYMENT platform on the portal**).
- iv. The applicant confirms the payment at IRS/Motor Vehicle Administration Agency (MVAA).
- v. A Vision Acuity Test shall be conducted at FRSC DLC to confirm the health status of the driver's eyes.
- vi. After the Vision Acuity Test, Bio-metric and Bio-data of the applicants will be captured at FRSC DLC.
- vii. A Temporary Licence with 60days validity period shall be printed and given to the applicant.

- viii. Bio-metric investigation shall be conducted on the applicant's bio-metric at FRSC Data Centre.
- ix. Applicant shall collect the permanent Driver's Licence at State IRS/MVAA after 60days.

NOTE: The feedback or cogent reason a permanent Driver Licence may not be produced within the 60 day standard timeline must be communicated back to the applicant through his registered phone number.

3. The Bypass Capture feature is available for renewal of Driver's Licence

The Bypass Capture feature is available on (www.nigeriadriverslicence.org) and provides the applicant options of selecting 'YES' or 'NO' to a question captioned "Recapture Biometric Information {Please click on YES if you want to recapture your biometric information}.

If the applicant selects NO, the entire applicant's initial Bio-metric shall be used on the renewed Driver's Licence.

NOTE:

- Bypass capture option is not made available to applicants for every renewal. It is available only during 1st renewal, 3rd renewal, 5th renewal, 7th renewal, etc.
- All documentation by VIO & MLA should be completed at the point of collection of permanent drivers' licence by the applicant.

4. Issuance of Commercial or Professional Driver's Licence:

A person **NOT** below the age of 26yrs who desires to obtain a Commercial Driver's Licence shall:

- i. Possess a Private Driver's Licence.
- ii. Present evidence of membership of professional association such as National Union of Road Transport Workers (NURTW) and National Association of Road Transport Owners (NARTO) or letter of employment by registered transport Company.
- iii. Obtain a medical certificate of fitness from any **designated** Governmental Hospital on the following health status;
 - ❖ Blood pressure assessment for hypertension.
 - ❖ Visual acuity and colour blindness
 - ❖ Blood sugar
 - ❖ Arthritis
 - ❖ EEG screening for epilepsy
 - ❖ Ear

- iv. Attend and pass a driving test conducted by the VIO. If the applicant fails, he/she shall be entitled to apply for another test but not before the expiration of one calendar month from the date of the previous test.
- v. If successful, applicant pays the prescribed fee of N10,350 or N15,450 for Driver's Licence with 3 or 5yrs validity period respectively and presents the bank teller at IRS/MVAA for confirmation.
- vi. Presents him/herself for bio-metric capture at FRSC DLC.
- vii. Temporary Driver's Licence with validity period of 60days will be issued to the applicant immediately.
- viii. Collect the permanent Driver's Licence from the IRS or MVAA after 60days.

NOTE: The feedback or cogent reason a permanent Driver Licence may not be produced within the 60 day standard timeline must be communicated back to the applicant through his registered phone number.

14.4 Process and Procedure for vehicle Registration

The following is the approved processes and procedures for vehicles and motorcycle registration in Nigeria.

STEP 1: Log on to <http://www.nvis.frsc.ng.org>. Complete application Form MVA 01 online and crosscheck to ensure all information provided are correct. Then click on 'SUBMIT' for generation of item number.

STEP 2: Print the form with the item number generated and proceed to Motor Licensing Authority (MLA) of the State Internal Revenue Service (SIRS) office for applicants from the 36 States of the Federation and Vehicle Inspection Officer (VIO) in the Directorate of Road Traffic Services (DRTS) for FCT applicants.

STEP 3: Authorized persons in MLA verify information provided by applicant and approve form for payment.

STEP 4: Proceed to VIO for physical inspection of the vehicle to be registered to ensure its roadworthiness.

STEP 5: Pay the prescribed fees to the designated bank of the MLA/SIRS and take the evidence of payment, Completed Form MVA 01, Receipt of purchase, Custom papers etc back to MLA where receipt is issued in lieu of payment.

STEP 6: MLA assigns vehicle number, generates Vehicle Licence and Roadworthiness Certificate as approved by VIO and completes Vehicle Registration book. An applicant also obtains a valid insurance policy.

STEP 7: FRSC NVIS DESK Officer uploads the vehicle registration details while the MLA issues the Vehicle Number Plates, Vehicle Licence, Vehicle Registration Book, Roadworthiness Certificate, Electronically-generated Proof of Ownership Certificate (and Hackney Permit or Stage Carriage Certificate for commercial vehicle).

15. OVERVIEW OF FRSC IT PLATFORMS

THE LIST OF FRSC e-APPLICATIONS

S/N	APPLICATIONS	URL
1.	Duty Room Information System	http://ops1.frsc.gov.ng
2.	Post Service Scheme	http://pss.frsc.gov.ng
3.	Unified Field Operating System Mobile	https://fieldopsmobile.frsc.gov.ng
4.	Speed Limiting Device Portal	https://speedlimiter.frsc.gov.ng
5.	APPERS	https://apers.frsc.gov.ng
6.	NVIS	https://nvis.frsc.gov.ng
7.	RTSSS	https://rtsss.frsc.gov.ng
8.	DSSSP	https://dsssp.frsc.gov.ng
9.	NACRIS	https://nacris.frsc.gov.ng

16. THE ART OF PUBLIC SPEAKING

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

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

16.1 Qualities of a Good Speech

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

16.2 Qualities of a Good Speaker

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

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

16.3 Dos and Don'ts of a Good Speaker

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

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

16.4 Types of Speeches

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

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

16.5 The Procedure for an Effective Speech Delivery:

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

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

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

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

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

The speech should therefore be made up of:

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

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

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

- Keep
- It
- Short and
- Simple
- Not by mouth alone.

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

17. MINUTES TAKING

Effective writing is essential to all phases of Administrative process in driving an organization towards achieving its set goals. The writing of Minutes of meeting are obviously one means through which Communication is carried within an organization, hence there is the need to ensure that it is done effectively. For the writing of minutes of meeting to be effective, Secretaries/Recorders must be articulate. This follows, that for Secretaries/Recorders to be articulate, they must have good understanding of the basic features of minutes of meeting.

17.1 DEFINITION OF MINUTES OF MEETING

The term "minutes", which is also known in some parlances as "protocols" is believed to have come from the latin word "minuta scriptura" meaning "small notes". It describes the event of a meeting which includes the attendance, statement of issues considered, related responses, decisions taken and the allotment of actions to be taken. Based on the foregoing, minutes can simply be defined as the official record of the proceeding of a meeting. Simply put, the minutes of meeting can be defined as the official record of proceedings of a meeting.

17.2 IMPORTANCE OF MINUTE TAKING

Minutes of meeting are very important to an organization due to the following reasons:

- a. Serve as source of reference
- b. Serve as important legal documents.
- c. Serve as historical documents.
- d. Provide knowledge on decision making process.
- e. Provide the pedestal for planning.
- f. Aid quick understanding of a subject matter.
- g. Hold members accountable to responsibilities allotted to them.

17.3 BASIC CHARACTERISTICS OF STANDARD OF MINUTES OF MEETING

Standard minutes of meeting must have the following characteristics:

- a. Accuracy
- b. Brevity
- c. Clarity
- d. Logicalness
- e. Chronology

- f. Impersonal Form
- g. Reported Form

17.4 THE STRUCTURE OF MINUTES OF MEETING

The structure of minutes of meeting refers to the way minutes are arranged or organized. The structure is categorized into two as follows:

- a. Overt, and
- b. Underlying.

Overt Structure

The overt structure entails the general layout and outline of the minutes of meeting and this takes its major bearing from the Agenda.

17.5 WHAT IS AGENDA OF MEETING?

An agenda of meeting is a list of meeting activities conventionally known as 'items', which are arranged in the order they are taken.

A typical example of an agenda is as seen below:

- a. Opening Prayers.
- b. Chairman's opening remark (s) (Introductory remarks).
- c. Amendment and adoption of agenda.
- d. Reading, correction and adoption of the previous minutes of meeting.
- e. Matters Arising.
- f. Business of the Day.
- g. Any Other Business (AOB).
- h. Closing Remark (s).
- i. Adjournment.

The structure of a good minutes of meeting should therefore be such that the subject headings align with the agenda prepared for that meeting. It is however to be noted that the first page of the minutes of meeting normally consists of the following:

- a). Main heading or title of the meeting which consists of type, date and venue of meeting.
- b). Attendance, which consists of:
 - Members Present.
 - Secretariat (composition of secretariat).
 - Members Absent With Apology.
 - Members Absent.
 - In-Attendance.

In the same clime, a column is provided at the extreme right and titled "Action". It contains action addressees written against the actions expected of them.

Underlying Structure

The underlying structure has to do with the organization of records of deliberations during meetings which should take the following order:

- a. Presentation
- b. Deliberation
- c. Conclusion

Based on the order, each item presented during the meeting, especially those that require deliberation, may be recorded in the minutes of meeting using one of the following forms:

- a. **Presentation**
 - Comments
 - Note
- b. **Presentation**
 - Nil
 - Note
- c. **Presentation**
 - Comment
 - Deferment
- d. **Presentation**
 - Nil
 - Decision

17.6 NUMBERING

Numbering is a pertinent aspect of the minutes of meeting as it provides the pedestal for ease of reference. Numbering takes the following format:

- a. The heading "Members present" is allotted capital alphabet "A"
- b. The heading "Secretariat" is allotted "B"
- c. The heading "Absent with apology" is allotted "C"
- d. The heading "Absent" is allotted "D"
- e. The heading "In-Attendance" is allotted "E"

Names that appear under the various headings are numbered continuously across the headings using the Arabic numerals from the first to the last name.

- g. Names are arranged in order of seniority under each heading.
- h. The main headings are numbered as Items 1, 2, 3, 4 and so on to the last item in line with the order of items on the agenda of meeting.

- i. The main paragraphs starting from the opening prayer, are numbered consecutively from the first to the last, using Arabic numerals e.g 1, 2, 3, 4, 5, etc
- K. Sub-paragraphs are numbered alphabetically e.g a, b, c, d, e, f etc
- l. The sub sub-paragraphs are numbered using Roman numerals e.gi, ii, iii, iv, v etc
- m. The sub-paragraphs are numbered using Arabic numerals in bracket e.g (1), (2), (3), (4) etc.
- n. Pages of the minutes are numbered at the foot (center) using Arabic numerals.

17.7 LANGUAGE USE

Minutes of meeting are written in past tense (reported speech) because one is writing something that actually happened in the past.

The only exceptions to the past tense rule are as follows:

- a. The recording of decisions which are written in the present tense because they will happen in the future.
- b. The reporting of a statement of fact which is unaltered by time.

17.8 ACTION SHEET

The action sheet consists of the extraction of all decisions derived from the minutes of meeting with an action column which lists each action addressee against the appropriate action assigned. The action sheet is considered matters arising and is used to check the progress made on such actions allotted.

The action sheet contains the following:

- a. The heading which states the type of meeting, the date and venue
- b. Serial number
- c. The action assigned
- d. Action addressee

Just as in the layout of minutes of meetings, the action sheet should bear a column at the extreme right for the inscription of action addressees against their actions.

It is a known fact that Minutes of Meetings are critical to any organization; hence for recorders to write effective minutes of meetings, they must be acquainted with the rudiments. However, the biggest challenge, however remains the ability of participants to put into practice what was learnt when they eventually return to their schedules.

18 KIDNAPPING AND "ONE-CHANCE" SYNDROME

Kidnapping is an age-long crime that is gaining increasing magnitude in all facets of life. Thus, sex, race, ethnicity, religion, social, political and economic status are not immune to this crime. It is a violent, terrible, sensational crime and poses momentary or enduring security challenges to the victims' development and life as a whole. The act is criminal in nature. Its commission is expressly against the State and is highly kicked against with strict penalty. Therefore, the crux of this discourse is basically to interact on issues relating to kidnapping with the view to proffering preventive measures

18.1 CONCEPTUAL CLARIFICATION

The following terms would be used in this context as explained below:

Kidnapping: The word kidnap can be traced back to its earliest root, which evolved from two English words, principally 'kid' (meaning infant) and 'nap' (meaning sleep). Kidnap is dated back to the 17th century child abduction in Britain when the kids of the rich families were being "abducted for ransom while asleep" (nap). To this end, it would be seen as:

- a) A false imprisonment of an individual against his or her will by another individual in violation of the individual's fundamental human rights
- b) A criminal act involving seizure, confinement, abduction, subjection, forcefulness, threat, terror and servitude.

"One-Chance" Syndrome: This implies the use of taxi or any other form of vehicle meant for transportation of persons for the purpose of taking people hostage or abducting them for a short period, and in some cases being taken to an unknown location during which the victim is robbed or raped.

Crime: It is an act or the commission of an act that is forbidden or the omission of a duty that is commanded by a public law and that makes the offender liable to punishment by the law.

Ransom: This is a consideration paid or demanded for the release of someone or something from captivity.

18.2 TYPES OF KIDNAPPING

Below are some forms of kidnapping to be considered:

- a. **Basic Kidnapping:** This is the most common form of kidnapping which is targeted at local businessmen and less privileged persons without sufficient security.
- b. **High Net Worth Individual Kidnapping:** In this, the intended target is studied for some time prior to the actual kidnapping and when the victim is kidnapped, the relative would be contacted for ransom
- c. **Tiger Kidnapping:** This involves hostage taking in order to force the victim to commit or assist in a theft or other illegal activities.

- d. **Express Kidnapping:** In this, a victim is abducted, then forced to withdraw their own ransom from the bank or ATM. If all goes well, the victim is released immediately after being relieved of all valuables on their person.
- e. **Virtual Kidnapping:** It is a scam in which the kidnappers will wait until their target is unreachable (visiting an area with no network coverage, for example), then will contact the target's relative or organization for ransom.
- f. **Political Kidnapping:** This is done to extort political concession from governments, security forces or opposing political parties/individual(s). It appears to be more difficult to negotiate kidnapped victim's freedom as in many cases, the political concessions or demands cannot be met by the government involved, putting the victims's life at greater risks.
- g. **Bride Kidnapping:** It is a form of forced marriage in which the groom arranges marriage by forcefully abducting the lady for marriage.
- h. **Sexual Exploitation Kidnapping:** Victims are kidnapped to be used as sexual tool.
- i. **Human Trafficking Kidnapping:** It involves kidnapping persons, particularly children and/or women for trafficking
- j. **Ritual Kidnapping:** This is done so that body parts of victims are used for ritual purposes.
- k. **Self-Kidnapping:** It involves victim arranging with accomplice to extort or require ransom from the relative or organization of the assumed victim.
- l. **Mass Kidnapping:** This involves situation where many or a group of kidnappers raid a place and kidnap large number of people for ransom.
- m. **Relay Kidnapping:** This is a situation in which a person sent to pay ransom is exchanged for the victim after payment of the ransom.

18.3 DIFFERENCES AND SIMILARITIES BETWEEN KIDNAPPING AND "ONE-CHANCE" SYNDROME

Although "one-chance" syndrome is another form of kidnapping (since it involves the temporary abduction of people), it is a little different from kidnapping. Below are some differences as well as similarities:

DIFFERENCES		
S/N	"ONE-CHANCE"	KIDNAPPING
1	Victims do not know at the point of embarking the vehicle(s) being used for the crime that they are being abducted	Victims mostly know that they are in danger of kidnapping
2.	It lasts for only a short period of time.	In most cases, victims are held for a long time (up to a month).
3.	In most cases, abductors simply seize the belongings of their victims after which they release them (mostly by pushing them out)	Victims are detained for ransom (payment of ransom is the main objective)
SIMILARITIES		

1.	Both "one-chance" and kidnapping involve the abduction of people against their will.
2.	Both are carried out for the purpose of obtaining benefits for the perpetrators
3.	Both are traumatic and injurious to the unfortunate victims

18.4 CAUSES OF KIDNAPPING "ONE-CHANCE" SYNDROME

Below are some causes of kidnapping and one chance syndrome

- a. **Unemployment:** The high unemployment rate in many countries has forced citizens to find other ways to make money—and some of those ways are illegal. Kidnapping a rich person can be a lucrative business. A cash-strapped unemployed person may believe that when he kidnaps someone who is rich, he may be able to become rich himself.
- b. **Poverty:** It can propel people toward crime as a way to make ends meet. Sometimes, a person who is poor might believe that kidnapping or other illegal acts could provide the necessary money to start a new life—a life that will no longer involve crime.
- c. **Illiteracy:** The inability to read or write predisposes the illiterate to criminality. When people know how to read and write, they can gain the skills they need in order to become educated, get a job, and live a productive life.
- d. **Religion:** Many kidnappings in the world today have their root cause in religion. Some people love their religion so much that even when it teaches them something that is wrong, they believe it is right. One religious leader may want to take over another group—and order his men to kidnap his rivals.
- e. **Greed and "get rich quick" syndrome:** Some people are not content with what they have and wish they could get more. This person may turn to kidnapping and one chance since it does not require much or effort..
- f. **Politics:** Corrupt politicians may arrange for the kidnapping of their opponents. Sometimes, they do this so that their opponents will make concessions or change their votes on the issues.
- g. **Ineffectiveness of law enforcement agencies:** The inability of law enforcement agencies to bring perpetrators of the crime to speedy justice is another factor that tends to "allow" the spread of kidnapping/"one-chance"
- h. **Unequal distribution of Wealth:** This has created gaps between the haves and have-nots that have given room to self help through kidnapping and "one-chance" activities.
- i. **Moral decadence:** People tend to achieve whatever are their desires not minding whether wrong or right.

18.5 EFFECTS OF KIDNAPPING AND "ONE-CHANCE"

Below are some negative impacts of kidnapping and "one-chance" syndrome

- a. **Economic effect:** People have paid huge amount of money as reason that would have been/otherwise used to better their productivity.
- b. **Social effect:** The image of victims and that of the society is in disrepute due to the prevalence of the crime.
- c. **Psychological/emotional effect:** Crime creates burning fear among the citizenry and a lasting psychological trauma in the victims
- d. **Health effect:** It brings about illnesses and scars in the life of victims and sometimes result in death.

18.6 PREVENTIVE MEASURES

Preventive measures would be considered at governmental/societal and individual levels as follows:

Governmental/societal level

- a) There is need for adoption and application of community policing.
- b) Judiciary and criminal justice system, as a whole, should be strengthened for quicker dispensation of justice.
- c) National crime data bank should be created and intelligence on these crimes should be shared among tiers of government and security agencies.
- d) Citizens should report any suspicious persons and such informants should be highly protected while handling the case.
- e) Religious and traditional leaders should educate their followers against these crimes
- f) Job opportunities should be created for youths to engage them rightfully.

Individual Level

- a) Do not board unmarked bus or taxi.
- b) To avoid being abducted, look closely and observe the bus before you board. If you suspect anything, do not board.
- c) **Observe the passengers before you board:** The passengers inside a bus are critical to your boarding the bus or taxi. If you think they look suspicious, back off and look for another bus.
- d) **Avoid buses with curtains/tinted glasses:** Some imported "tokunbo" buses come with window curtains. But they are removed for public transportation purposes. If a public bus still moves around with window blinds, you will be doing something dangerous to board the bus. If you fall victim and you are inside the bus, no one will see when you are struggling for help.
- e) **Be careful of all-male passenger buses:** Do not board unless you know the occupants well.
- f) **Do not accept rides offered by strangers:** Some people like free lift. Many lives have been lost and people have gone missing when they move

away from bus stations to hitch hike. This is not about sexism; ladies in particular should beware of entering lifts with strangers.

- g) **Go to approved bus stations:** If you are going on a long distance journey, board a bus or taxi at approved and known bus stations where your personal details will be documented. If you go missing or you have an accident, the manifest will be used to trace your identity.
- h) **If a guest is visiting you for the first time, make effort to pick him by yourself.** Do not tell him to give phone to driver or bike man for you to describe the place.
- i) **If a person you do not know stops on the road or at the filling station pleading that you should help him to where his vehicle is, do not assist.**
- j) Do not stop on the road to buy things where there is no organized markets. The trader may be an agent of kidnapper(s).
- k) Do not disclose your sensitive information like bank account, residential address, place of work and travelling details on social media or while making call in the public
- l) Do not give testimony of your financial break through, etc. in a public gathering like church, mosque or social functions.
- m) Do not respond to strange people talking of employment interview to be held in a particular venue.
- n) Always watch your rear view mirror while driving. If you are being trailed, drive to a near-by law enforcement Office or crowded place.
- o) Keep details of your financial dealings away from your domestic staff or colleagues.
- p) Carry out intensive profiling of your house helps before engaging their services.
- q) Be prayerful, trust your instinct and respond quickly and carefully to threat.
- r) Maintain good relationship with your neighbours.

Synoptically, judging from the above it is evidential that the practice of kidnapping and "one-chance" is highly criminal, immoral, inhuman and counter-productive that must be guided against in all its ramifications. Adopting and implementing the above measures, among others, would assist in preventing the trending menace, and people from being victims.

19. IMPLICATION OF BRIBERY AND CORRUPTION TO AN INSTITUTION (FRSC) AND STAFF CAREER

Image building and reputation management is as expensive as the cost of running an organization which explains why every institution strives to protect its hard earned image and reputation. FRSC has over the years built a reputation that has impressed the Nigerian public and road users. This stems from its transparency, integrity in its mode of operation and notably rejecting every act of inducement and gratification while on official duty.

Unfortunately, these attributes are fast declining and the Corps is quickly losing its relevance in the comity of reputable organizations and contributing to the declining rating of the country in global Corruption Perception Index (CPI) released by Transparency International. Nigeria ranked 150 as at 2022.

Bribery is a subset of corruption and the two are intertwined. You cannot mention bribery without discussing the act of corrupt practices. It should also be noted that the two have eaten deep into the fabric of the society especially public institutions run by government. FRSC integrity has been challenged in recent times, making the Corps a subject of public ridicule which now lives in its past glory

19.1 DEFINITION OF TERMS

Explanation of the following terms will provide better understanding of the topic.

BRIBERY: Bribery refers to the offering, giving, soliciting, or receiving of any item(s) of value as a means of influencing the action(s) of an individual or group holding a public trust.

CORRUPTION: The word 'corruption' originates from the Latin term 'corruptus,' meaning to disrupt, break, spoil, or contaminate (Nicholls et al. 2006, p. 1). Macmillan contemporary dictionary (1979) defined corruption as a deviation from honesty, influenced by bribery; an inducement in cash or kind to secure services or goods from public officials or other agencies through illegitimate or unlawful or irregular means. It is an abuse of **entrusted power** for personal gain.

EXTORTION: practice of obtaining something, especially money through force or threat.

INTEGRITY: Integrity means being honest and having strong moral principles. A person with integrity behaves ethically and does the right thing, even behind closed doors where no one is monitoring.

PUBLIC PERCEPTION: Public perception is simply the type of information obtained from a public opinion survey. It is merely the aggregate views of a group of people who are asked directly or indirectly what they think about particular organization, person, issues or events.

RACKETEERING: Dishonest and fraudulent business dealings

19.2 WHAT IS FRSC KNOWN FOR?

FRSC as the lead agency in road traffic management in Nigeria is known to be proactive in responding to traffic related matters that includes using various approaches encapsulated in the **Corps Vision and Mission** which are:

VISION: Create a safe motoring environment towards achieving Zero Road Traffic Death.

MISSION: To coordinate all road safety initiatives through improved strategic partnership and alignment with global strategies.

In order to achieve the aforementioned, FRSC initiated its **Core Values** that guide every staff in carrying out their duties.

- ❖ Transparency.
- ❖ Fairness.
- ❖ Timeliness and,
- ❖ Service Orientation

19.3 FRSC PUBLIC PERCEPTION IN THE PAST

FRSC in the past commands high level of respect from the public: Resilience, effectiveness and zero tolerance for corruption by FRSC personnel; having integrity, rejection of bribe and making it an offence in the Notice of Offence Sheet. This brought positive public perception and earned us respect. It seems we are gradually losing the respect that was acquired by the founding fathers who worked tirelessly even in the face of serious adversities to ensure the acceptability and continuous existence of the Corps

19.4 CURRENT STATE OF THE CORPS ON CORRUPT PRACTICES

The current state of the Corps is a complete departure from the past enumerated above.

- a. Extortion with impunity while on patrol (bribery)
- b. Racketeering in employment and NVIS matters (NDL and Number plates). money collected which is illegal and work not done or delivered.
- c. Tampering and pilfering RTC victims properties,

- d. Traffic offenders vehicles and items are sometimes also pilfered from report received by CIO.
- e. Inflated charges for services rendered e.g towing with FRSC vehicles

19.5 CONSEQUENCES OF BRIBERY AND CORRUPTION TO FRSC AND STAFF CAREER

Bribery and corruption is a social menace that has eaten deep into the fabric of the Nigerian state. It has been acknowledged that bribery and corruption and its practices are both endemic and systemic in both public and private sectors particularly the rates of corruption among uniform personnel in Nigeria are very alarming. The debilitating effects of bribery and corruption on the Corps and staff career are enormous, some of which include but not limited to the followings;

- Fear of termination of appointment when caught which could lead to;
 - Family life distortion or disorientation.
 - Lack of sustainable income.
 - High cost of processing reinstatement if it works out at all.
- Corruption undermines the reputation and integrity of individual staff, the Corps, its products and processes.
- Bribery and corruption account largely for the incessant assault, knockdown and mob attacks on FRSC personnel and installations
- It also leads to clients and customers' frustration as well as lack of confidence in FRSC which is capable of undermining the public trust.
- The twin cankerworm destroys the hard earned image of the Corps which has account for high cost managing public perception through the media and PE etc.
- Corruption discourages patronage to FRSC products and services by touts amongst us.
- It equally undermines efficiency among the gallant and dedicated staff

WAY FORWARD

The fight against bribery and corruption is every body's business in the Corps and should not be left for intelligence operatives or personnel saddled with such responsibilities alone. Every staff and Command must adopt good strategies geared towards protecting the hard earn image and reputation gained over the years.

Some of the measures that can checkmate against bribery and corruption in FRSC include;

- Implementation of legislation against issue of corruption. The country and the Corps have sound laws that are capable making staff conform to

acceptable behaviour. For instance, Federal Government on 13th June, 2000 enacted Anti-corruption Act which explicitly explains punishments for various acts of corruption.

- FRSC, through its legislations have equally spelt out punishments for various bribery or corruption offences. They are embedded in sections 13 to 29 of FRSC Regulations on Discipline, 2018
- Exemplary Leadership by Commanding and Supervising Officers who must not compromise, collect returns or allow patrol teams to fuel patrol vehicles.
- Every CO must intensify and sustain surveillance operations within his/her operational jurisdictions.
- Objectivity while engaging with the members of the public. Everyone should be treated equally, fairly and justly irrespective of his root, tribe, religion and geographical location.
- Os must sanction report of misbehaviour without partiality.
- Utilization of stakeholders positively for Corps benefits. Every CO must build robust stakeholders that should be harness positively for the Command and the Corps in general.
- Operatives to live within their means. Report of fake/false life is affecting staff family or otherwise is on the increase.

CONCLUSION

Bribery and Corruption has been a canker worm which if not handled with utmost seriousness is capable of destroying a reputable system, kill public trust, affect service delivery and dent the global image of a nation. The impact of consequences cannot be undermined as family life could be affected, cost of repairs or restitution higher than the preventive cost.

FRSC needs to retrace its step back to the era of the founding fathers where the average motorists dread the Corps, not because of the bookings alone, but because consequences of their traffic violations are met with stiff penalties and personnel are not induced by any incentive or bribe. The love for the Corps due to its transparent nature and stand in handling RTC victims properties and items of traffic offenders are accounted for without any rancour which endeared many to also join the Corps

That is the future the Corps should strive to build and that future belongs to all of us, with commitment and dedication we can still achieve it and stamp out the canker worm of bribery and corruption among us.

