

2025
COMPENDIUM
FOR
RCs

1. HIGHWAY CODE LITERACY

1.1 RECOMMENDED 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
MOTORCYCLES 	50	50	
PRIVATE CARS 	50	80	100
TAXIS & BUSES  	50	80	90
TANKERS/TRACTORS  	45	50	60
TOW VEHICLE  	45	45	45
WHILE TOWING	50	60	70
WHILE NOT TOWING			

1.2 DRIVING UNDER SPECIAL CONDITIONS

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

i. Night Time Driving

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

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

ii. Driving in the Rain

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

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

iii. Driving in Fog or Smoke

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

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

iv. Driving under Sun Glare

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

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

v. Driving While Approaching a Hill

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

vi. Driving While Approaching Blind Turns

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

vii. Driving on a Busy Road

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

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

viii. Driving in Slow Traffic

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

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

ix. Animals in Traffic

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

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

x. Driving in Unfamiliar or on Bad Roads

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

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

xi. Convoy Driving

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

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

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

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

1.3 CAUSES OF RTC

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

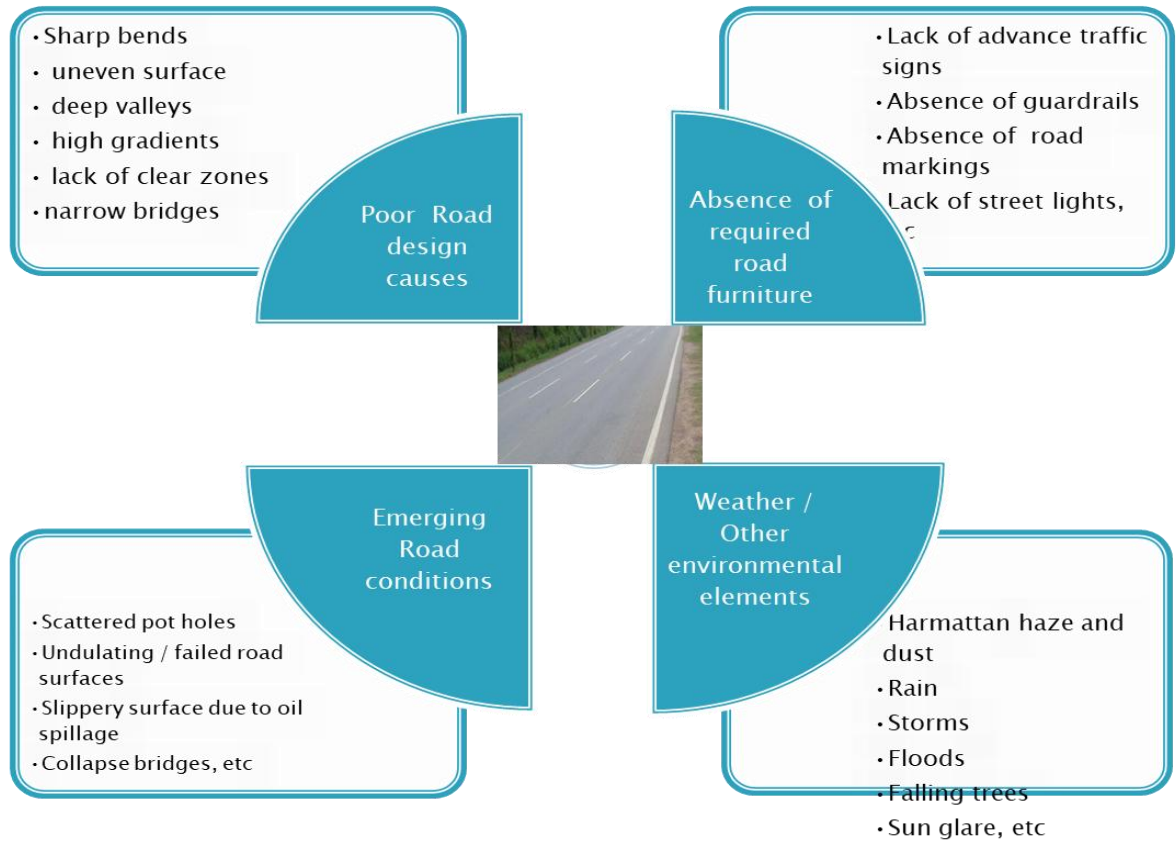
- ❖ Human factor
- ❖ Mechanical factor
- ❖ Environmental factor

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

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

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

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



1.4 DEFENSIVE DRIVING TECHNIQUES

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

Qualities of a Defensive Driver

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

Important Reminders for Defensive Drivers

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

1.5 REQUIREMENTS FOR TOURISTS IN NIGERIA

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

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

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

1.6 SERVICES FOR THE PHYSICALLY CHALLENGED

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

2. PERFORMANCE MANAGEMENT SYSTEM

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

2.1 STRUCTURE OF APER

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

OFFICERS (FRSC ADM 01)

PART 1

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

PART II

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

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

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

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

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

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

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

ROAD MARSHAL (FRSC ADM 02)

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

B. CORE ATTRIBUTE AND SKILLS (80%):

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

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

ROAD MARSHAL ASSISTANT (FRSC ADM 03)

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

2.2 JOB BINDER

This document contains the job functions/specifications of each Staff with the Key Performance Indicators (KPIs) i.e. expected deliverables. The KPIs must conform 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. CONFLICT RESOLUTION IN FRSC OPERATIONS

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

3.1 TYPES OF CONFLICT IN FRSC OPERATIONS

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

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

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

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

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

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

3.2 CAUSES OF INTRA-ORGANISATIONAL OR INTERNAL CONFLICTS

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

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

3.3 CAUSES OF INTER-ORGANISATIONAL OR EXTERNAL CONFLICTS

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

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

3.4 STEPS IN CONFLICT MANAGEMENT AND RESOLUTION

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

- a. Anticipate - Take time to obtain information that can lead to conflict.
- b. Prevent - Develop strategies before the conflict occurs.
- c. Identify - If it is interpersonal or procedural, move to quickly manage it.
- d. Manage - Remember that conflict is emotional
- e. Resolve - React, without blame, and you will learn through dialogue.

4. CRASH SCENE MANAGEMENT AND CASUALTY EVACUATION

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

4.1 CASUALTY HANDLING

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

a. Airways

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

b. Breathing

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

c. Circulation (Blood)

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

Variations on the ABC Guidelines

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

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

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

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

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

Airway: Make sure their airway is open and clear.

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

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

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

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

4.2 RESCUE PROCEDURES

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

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

At the accident scene one must

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

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

4.3 RESCUE MATERIALS AND EQUIPMENT

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

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

Rescue materials and equipment

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

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

4.4 Extrication Techniques

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

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

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

5. FRSC EDUCATION POLICY

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

5.1 IMPORTANCE OF TRAINING

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

5.2 GUIDELINES FOR TRAINING PROGRAMMES IN FRSC

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

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

5.3 TYPES OF COURSES

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

a. SHORT DURATION COURSES

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

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

b. PART-TIME COURSES

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

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

c. FOREIGN COURSES

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

5.4 ATTAINABLE QUALIFICATIONS

Courses undertaken shall lead to the award of the following:

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

5.5 EDUCATIONAL SPONSORSHIP IN FRSC

TYPES OF SPONSORSHIP

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

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

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

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

Staff on full sponsorship shall also:

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

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

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

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

6. FRSC STAFF WRITING

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

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

6.1 TYPES OF WRITING

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

6.2 CHARACTERISTICS OF WRITING

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

6.3 BASIC RULES AND CONVENTIONS

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

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

6.4 FRSC CORRESPONDENCE

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

All letters take the form earlier shown except internal memo.

6.5 FILES AND DOCUMENTS

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

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

6.6 FILING SYSTEM AND SECURITY OF DOCUMENTS

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

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

6.7 STANDARD PAPERS

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

6.8 CONFERENCE, MEETING AND MINUTES

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

6.9 BRIEF

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

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

6.10 TYPES OF BRIEF

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

7. CRASH INVESTIGATION

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

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

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

7.1 WHAT IS ROAD CRASH INVESTIGATION?

Crash- Collide violently with an obstacle or another vehicle.

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

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

7.2 PURPOSE OF CRASH INVESTIGATION

Collision Investigation and analysis could be seen variously as:

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

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

The purposes of Crash Investigation are:

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

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

7.3 CRASH INVESTIGATIVE ELEMENTS AND METHODOLOGY

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

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

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

7.4 RESPONDING TO THE SCENE OF A CRASH

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

7.5 ARRIVING AT THE SCENE OF A CRASH

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

7.6 WHEN THE EMERGENCY IS UNDER CONTROL

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

- iv. Examine Tyre and wheel for- flatness, punches, unseated rims, bent flange and struck wheels
 - v. Examine Lamps/Lamp Switches for - on/off, broken/damage
 - vi. Examine Steering Wheel for- free turns or tightness
 - vii. Examine Brake Pedal for- free to floor or tightness
 - viii. Take the Speedometer Reading
 - ix. Check Safety belts used
 - x. Check for Air Bag Deployment
- e. Take photographs of the scene, physical evidence and the crash vehicle(s) noting the following;
- i. Take photographs before vehicles are moved from their final rest positions.
 - ii. Take four view sequence photographs of the crash scene showing basic landmarks.
 - iii. Take general story-telling photographs of the scene.
 - iv. Take photographs of the four sides of each vehicle
 - v. Take matching damage parts photographs of vehicle
 - vi. Take close up or detailed photographs of specific road scars, tyre marks and vehicle damage.
 - vii. Fill the crash investigation Forms
- f. Mark the collision results.
- i. Use a point to mark small objects such as a human body and debris less than 1m across.
 - ii. Use two points to mark vehicles' positions, straight tyre marks and straight grooves greater than 1m in length.
 - iii. Use three or more points to mark large debris area, curved tyre marks and straight tyre marks with angles, crooks and gaps.
 - iv. Assign different letters to each object marked. For instance, if there are 3 tyre marks, label the first A, the second B and the third C.
 - v. use numeric suffixes to denote multiple points for the same object. For example, the letter D may be used to identify a debris area with points along the perimeter designated D1, D2, D3, D4 etc
- f. Make a field sketch of the crash scene.

7.7 POINTS TO NOTE WHILE MAKING A FIELD SKETCH

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

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

7.8 TYPES OF COLLISION ROAD SCARS

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

7.9 COLLISION RECONSTRUCTION

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

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

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

7.10 HOW VEHICLES BEHAVE IN COLLISION

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

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

7.11 BASIC SEQUENCE OF COLLISION

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

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

7.12 CONTACT AREA OF DAMAGE

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

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

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

7.13 PRINCIPAL DIRECTION OF FORCE

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

There are two ways to describe PDOF name:

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

7.14 COLLISION INVESTIGATION

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

7.15 CRASH INVESTIGATION REPORT FORMAT

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

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

8. ISO 9001:2015 QMS

8.1 The Concept of ISO 9001:2015 QMS

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

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

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

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

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

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

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

8.2 Pre-QMS era in FRSC

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

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

8.3 Journey to ISO Certification

There are about 22,000 ISO Standards to date worldwide, covering various subjects/industries. But ISO 9001 is the most popular and acceptable. To address the above challenges 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. Followed by the training of 80 Officers as Internal System Auditors, 68 qualified as Internal System Auditors with 60 proceeding to Lead Auditors.

45 eventually became Lead Auditors. A total of 452 processes were identified in the Corps and documented in the firstever 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.

8.4 What does ISO 9001:2015 cover?

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

8.5 Benefits of ISO 9001:2015?

ISO 9001:2015 helps organisation to:

- a. Ensure their customers consistently receive high quality products and services.
- b. Create satisfied customers, Management and employees.
- c. Organise and improve the efficiency of processes Continually improve on its
- d. Credibility by proving to customers that its products and services meet expectation.

- e. ISO 9001 is positive for organisational image as it shows that you comply with internationally recognised quality standard.

8.6 The Role of Staff in the implementation of ISO 9001

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

9. FRSC REGULATIONS ON DISCIPLINE, 2022

9.1 OFFENCES AND THEIR 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 misdemeanour	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.

9.2 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.

9.3 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.

9.4 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.

9.5 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.

9.6 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.

9.7 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.

9.8 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.

9.9 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.

9.10 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

10. 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.

10.1 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".

10.2 Classification Of Data

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

1. According to Nature

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

2. According to Source

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

3. According to Measurement

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

4. According to Arrangement

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

Example

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

10.3 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.

10.4 Methods of Data Collection

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

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

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

10.5 Factors influencing the Collection of Data

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

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

10.6 Source and Utilization of Data in FRSC

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

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

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

Traffic count data:

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

Road traffic offence data:

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

11. FRSC DRESS CODE

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

10.1 Dress Code and description

No. 1 (One) Dress (Ceremonial Dress)

Worn on ceremonial occasions such as:

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

Features

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

Service Dress/No. 2 (Two) Dress

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

Features

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

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

Mess Kit/No. 3 (Three) Dress

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

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

Features

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

No. 4 Dress (WORK OUT DRESS)

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

Features

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

No. 5 (Five) Dress:

Worn for office duties

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

Features for No. 5a

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

Features for No. 5b

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

No. 6 (Six) Dress

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

Features

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

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

10.2 OTHERS

Pull Over

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

Features

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

Maternity Dress

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

Features

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

12. PARADE AND DRILLS

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

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

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

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

12.1 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.

12.2 TYPES OF DRILLS

- a. **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.
- b. **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.
- c. **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.
- d. **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.
- e. **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.

- f. **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.
- g. **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.

12.3 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.

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

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

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

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

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

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

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

13.1 What are RSAs and RSIs?

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

13.2 Definition of RSA

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

13.3 ROAD SAFETY INSPECTION

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

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

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

13.4 PRINCIPLE OF RSA AND RSI

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

13.5 IMPORTANCE OF RSA AND RSI

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

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

13.6 RSA/RSI COST

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

13.7 IMPLEMENTATION

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

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

13.8 BEST PRACTICES

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

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

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

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

13.9 DUTIES OF DESIGN TEAM LEADERS AND AUDIT TEAM LEADERS

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

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

13.10 RESPONSIBILITIES OF ROAD SAFETY AUDITOR

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

13.11 CHALLENGES TO THE ROAD SAFETY AUDIT

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

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

13.12 WAY FORWARD

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

14. 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

15. 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.

15.1 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.

15.2 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

15.3 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.

15.4 Types of Speeches

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

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

15.5 The Procedure for an Effective Speech Delivery:

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

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

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

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

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

The speech should therefore be made up of:

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

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

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

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

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

16. 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.

16.1 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.

16.2 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.

16.3 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

16.4 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.

16.5 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

16.6 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.

16.7 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.

16.8 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.

17. 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

17.1 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

17.2 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

17.3 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

17.4 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

17.5 CONSEQUENCES OF BRIBERY AND CORRUPTION TO FRSC & 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

17.6 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.

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.

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

17.4. 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.