



Julius A. ASOM, mni

**Deputy Corps Marshal (DCM)** 

**Special Duties and External Relations** 



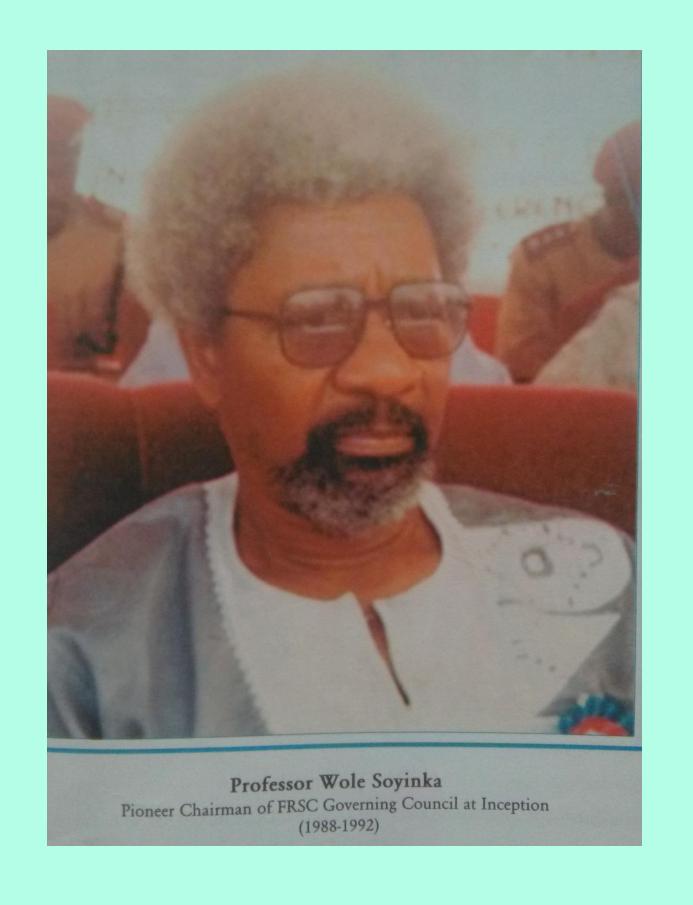
01.07.2020

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- Introduction
- Conceptual Definitions
- Relationship Between Motivation & Improved Productivity
- Theories of Motivation and Productivity
- Mentorship
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- Transformation of the FRSC
- Personal Experience- The Story of My Life
- Conclusion
- Appreciation

#### Introduction – 1/5

The establishment of the Federal Road Safety Commission (FRSC) on 18 February, 1988 has been referred to as the most comprehensive attempt by the Federal Government of Nigeria to address the challenges of road traffic crashes in the country



# Introduction – 2/5

FRSC was founded on the values of :







Dr. Olu Agunloye (1988 - 1994)



Malam Danyaro Yakasai (1999 - 2000)



Maj. Gen. HA Hananiya (rtd), mni (1994 - 1999)



Eng. Abba Kyari Wakilbe FNSE, OON
Head of FRSC DCM, in/Charge



Maj. Gen. HA Hananiya (rtd), mni (2003 - 2007)



Osita Chidoka OFR, NPoM (2007 - 2014)



Dr. Boboye Olayemi Oyeyemi, MFR, mni, NPoM, (2014 Till Date)

#### Introduction -3/5

These guiding principles have succeeded in transforming the FRSC from



With refined Officers and Marshals who continue to drive the corporate responsibilities of the Corps in complementing the social, economic and security goals of the nation.



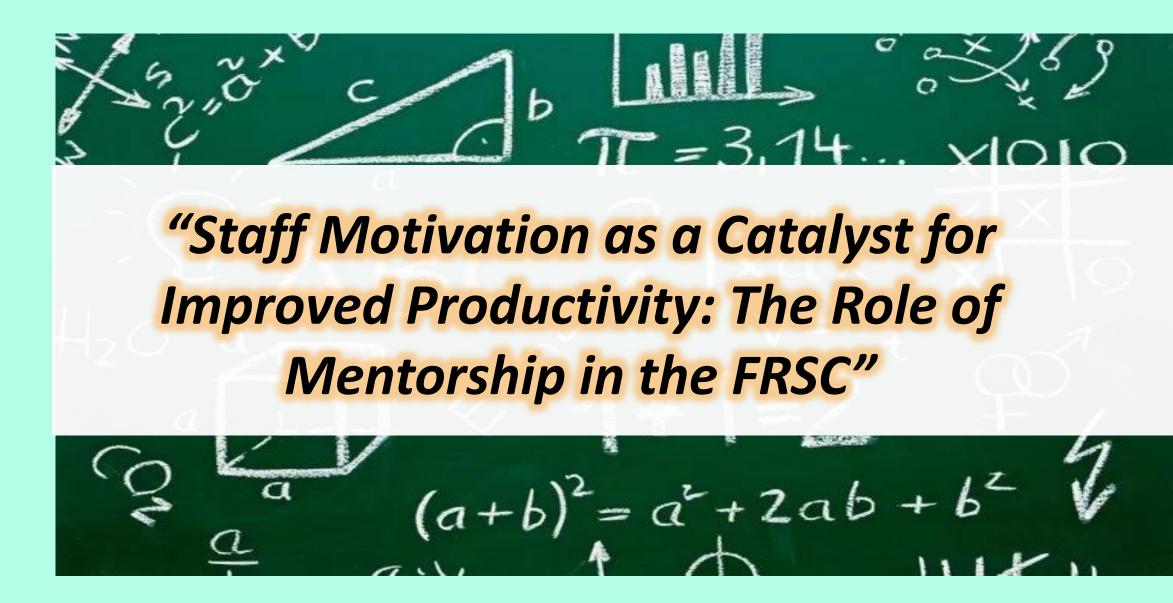




Having been part of the organization's growth and development since 1990 till date, during which I have worked in several capacities, many of which provided me with rare privileges to engage in team work, manage both human and material resources as well as accomplish task assigned, there is the compelling need for me to share some of the experiences of the last 30 years for the benefit of those in the system and generations coming behind.

# Introduction -5/5

As a witness to what staff motivation could do in enhancing organizational productivity, I deliberately decided to choose the topic:



...as my valedictory lecture.

## Conceptual Definitions (1/8)

#### Motivation and Productivity

Motivation and Productivity are two central concepts that have been subjects of immense interest among researchers and practitioners. However, they have been defined in a variety of ways by several scholars, reviews of which may not be necessary in this presentation. Consequently, I have decided to adopt the approach of describing what these two terms mean and proceeding to discuss the issues with the understanding that the descriptions will serve the purpose of definitions.



#### Conceptual Definitions (2/8)

#### Motivation (1/2)

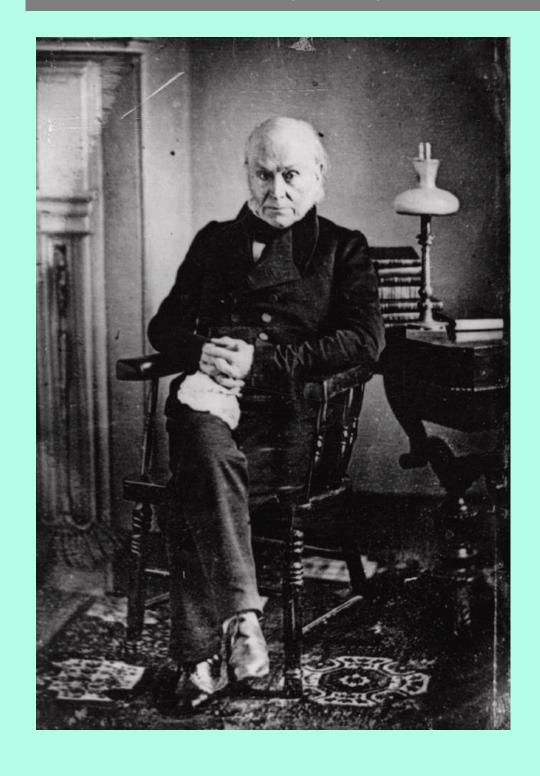


Motivation means the way and manner in which an individual or group of individuals are inspired to behave in a desired manner with a view to receiving some positive rewards or to satisfy certain human needs.

To be motivated is to do something which is different; to be inspired to go beyond the usual call of duty

#### Conceptual Definitions (3/8)

#### Motivation (2/2)



In the words of John Quincy Adams

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

#### Conceptual Definitions (4/8)

#### Productivity (1/5)



The concept of productivity is one of the most fashionable and frequently used in the domain of management today.

It is described as the optimal utilization of resources in the production of goods and rendering of services that meet predetermined objectives and recipient's satisfaction

#### Conceptual Definitions (5/8)

Productivity (2/5)



According to Henry Ford,

"improved productivity means less human sweat, not more".

#### Conceptual Definitions (6/8)

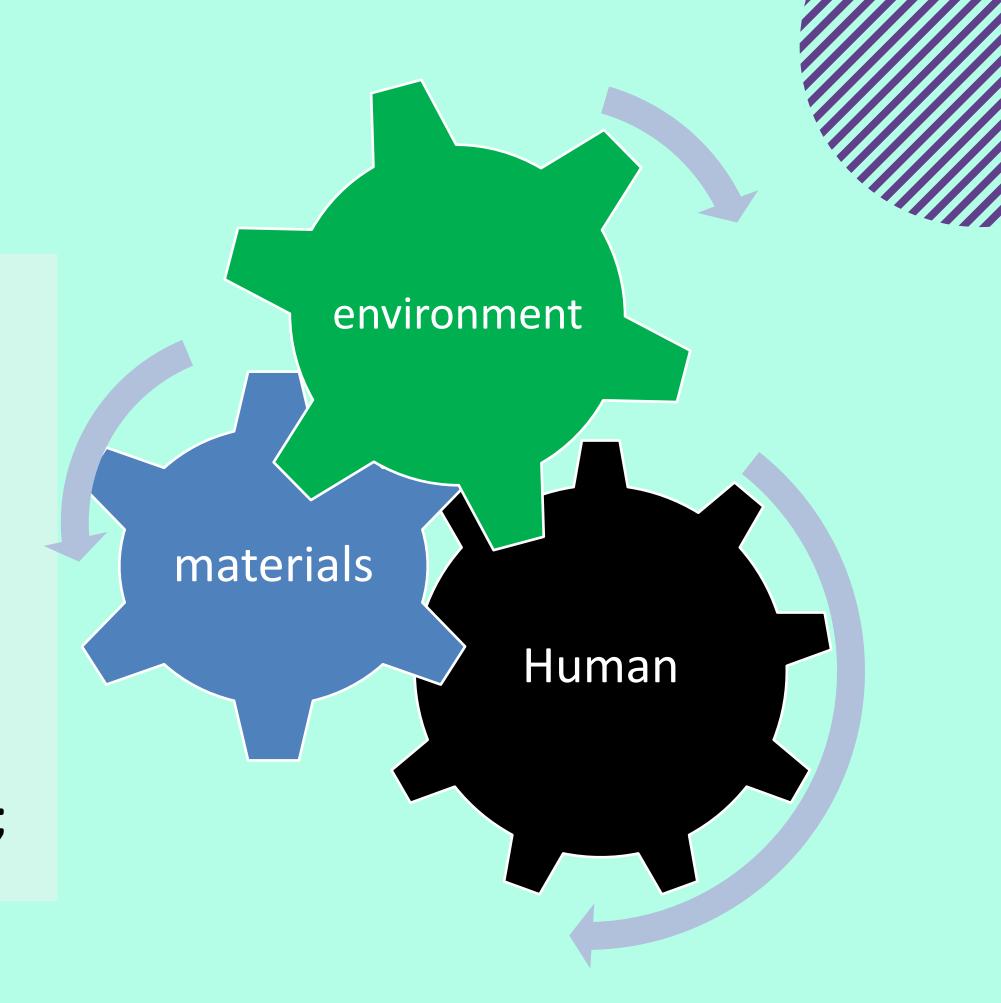
Productivity (3/5)

Considering the fact that life is the most essential human commodity, and its preservation is the first law of nature, man must necessarily work; improve on the process to attain excellence in order to get more abundant comfort in life.

## Conceptual Definitions (7/8)

Productivity (4/5)

Productivity and its improvement are therefore central to human existence and improved living conditions. But for productivity to improve without more sweat as Henry Ford puts it, several factors have to come into play. These include;

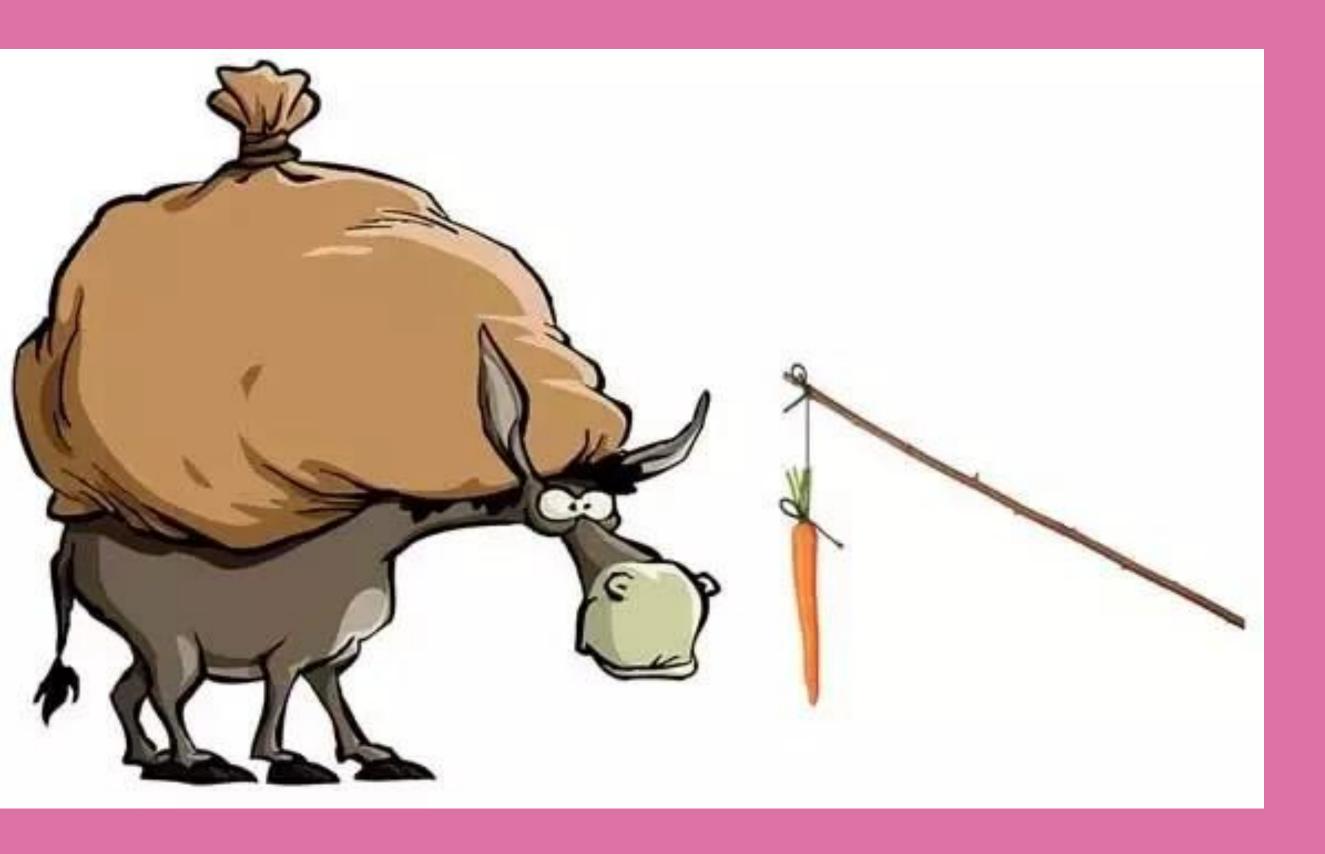


#### Conceptual Definitions (8/8)

#### Productivity (5/5)

Being that it is the human beings that determine the nature, scope and utilization of other factors of production, the need to maximally exploit the human resources to make enhanced productivity possible cannot be overemphasized. Therefore, it is human beings that decide how and when to put the material and the environmental factors to work in order to achieve the desired outcomes. How to ensure that human beings are sufficiently motivated for attainment of desired outcomes remains the most critical challenge before managers.

#### Relationship Between Motivation & Improved Productivity (1/3)



Research into the relationship between motivation and productivity is justified on at least two grounds:

## Relationship Between Motivation & Improved Productivity (2/3)

#### **Ground 1**

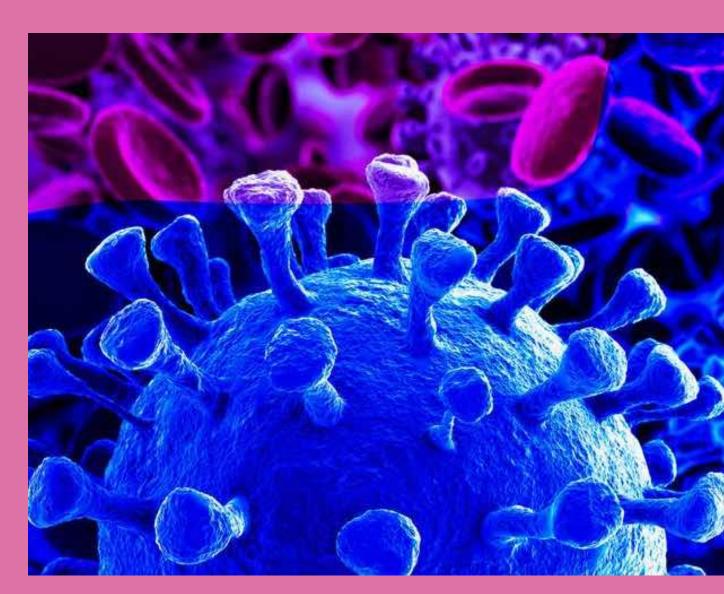
The first justification is the rapidly changing workplace environment and its meaning to the young generation of employees in high paying jobs in the oil and gas and other high technology related organizations who do not accept the traditional approach to employee motivation.

According to Singh, et al. (2012), these employees do not accept the 'status quo', and have moved from obedience to questioning; and assess work in terms of its significance in human life and human nature.

## Relationship Between Motivation & Improved Productivity (3/3)

**Ground 2** 

Secondly, this study is also timely in the Nigerian economy with the current recession occasioned by the COVID-19 pandemic which is characterized by low employee morale, low sales volumes, challenges to industrial harmony etc. It is argued that motivation is the key to economic recovery in the country (Aremu, 2017).



# Theories of Motivation and Productivity (1/6)

This presentation will be incomplete if I do not refer to works of great thinkers from Adam Smith to Abraham Maslow and others who studied human behaviour from different perspectives; economic, psychological, social, etc, to understand what motivate people to do things they do. Arising from these studies, they developed several theories of motivation.

It is important that I review some of these theories and empirical evidences on the relationship between motivation and productivity. Broadly speaking, the theories of motivation can be classified into content and process theories. The former deals with what motivates and are concerned with identifying people's needs and their relative strengths, and the goals they pursue in order to satisfy these needs.

# Theories of Motivation and Productivity (2/6)

The main content theories include:

1	Maslow's hierarchy needs
2	Herzberg's two factor theory
3	McClelland's achievement motivation theory

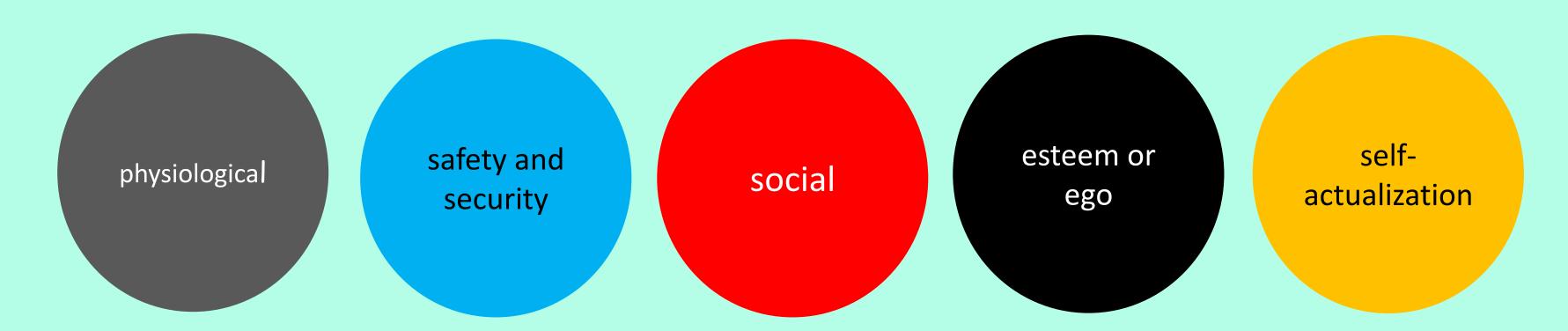
Process theories, however, deal with the relationships among the dynamic variables which make up motivation and with how behaviour is initiated, directed and sustained.

#### Examples are:

- Expectancy-based models
- Equity theory
- Goal theory
- Attribution theory

## Theories of Motivation and Productivity (3/6)

For the purpose of this presentation, only few of these theories will be considered. The most popular theory of motivation in the classical literature is that of a United States' Psychologist, Abraham Maslow's Hierarchy of Needs theory. Maslow (1943) discussed five levels of employee needs;



## Theories of Motivation and Productivity (4/6)

According to this theory, people have many needs which motivate them to work, that those needs are arranged in hierarchical manner in such a way that the lower level needs (physiological and safety) have to be satisfied before the next higher level social need would motivate employees to work hard and increase productivity.

The two-factor of motivation and hygiene theory developed by Frederick Herzberg, (Herzberg, 1966) held that motivators or intrinsic factors such as drive for achievement and advancement, being treated in a caring and considerate manner and receiving positive recognition are inherent in the job itself and which the individual enjoys as a result of successfully completing the task, produce job satisfaction and motivate employees to work harder. Uzoma (2013) argues that one important element of Herzberg's theory is that knowing employee needs can help us motivate them for greater productivity. Based on this theory, it can be inferred that monetary and cash rewards alone do not provide enough of an incentive as a motivator for performance.

# Theories of Motivation and Productivity (5/6)

This implies that to motivate workers, organizations need to look beyond monetary rewards.

Victor Vroom in 1964 developed the expectancy theory based on the belief that employee effort will lead to performance and performance will lead to rewards. The more positive the reward, the more likely the employee will be highly motivated.

# Theories of Motivation and Productivity (6/6)

Empirical studies of these theories validated the fact that managers have great roles to play in ensuring motivation of their workforce for desired productivity. The strategy deployed for motivation must be employee-related. On the whole, employee' drives for productivity arise from financial and non financial motivators.

Financial motivators are cash and monetary rewards while non-financial include praise, leadership attention, assigning team lead roles, and recognition. While financial incentives motivate employees, non-financial motivators play critical roles in making employees feel that their organization value them, take their well-being seriously and strive to create opportunities for career growth.

Harmonious relationship in workplace between superiors and subordinates staff rooted on motivation for improved productivity is better described as mentorship.

# Mentorship (1/2)

According to Wikipedia,
Mentorship is a relationship
in which a more
experienced or more
knowledgeable person
helps to guide a less
experienced or less
knowledgeable person.



The mentor may be older or younger than the person being mentored, but they must have a certain area of expertise over and above the mentee.

## Mentorship (2/2)



Studies have shown that for mentorship to succeed in individuals and organizations, there must be mutual respect, understanding and shared values between the mentor and the mentee, such that information passed could easily be understood, appreciated and acted upon to ensure the desired outcomes.

FRSC AND MENTORSHIP IDEALS (1/14)



The Federal Road Safety Corps is the most practical example of how to measure the linkage between improved productivity driven from staff motivation and mentorship.

#### FRSC AND MENTORSHIP IDEALS (2/14)

By its elite nature which makes education the central factor of its successes, FRSC has played and is continuously playing the role of an organization built on the ingredients of enlightenment by which the staff understand the mission and vision of the organization which the leadership projects and emulation of which makes everyone the image maker and purveyor of its ideals.

The founding fathers of the organization laid the solid foundation by demonstrating the values of humanism, thus making selfless service one of the core values of the organization.

# FRSC AND MENTORSHIP IDEALS (3/14)

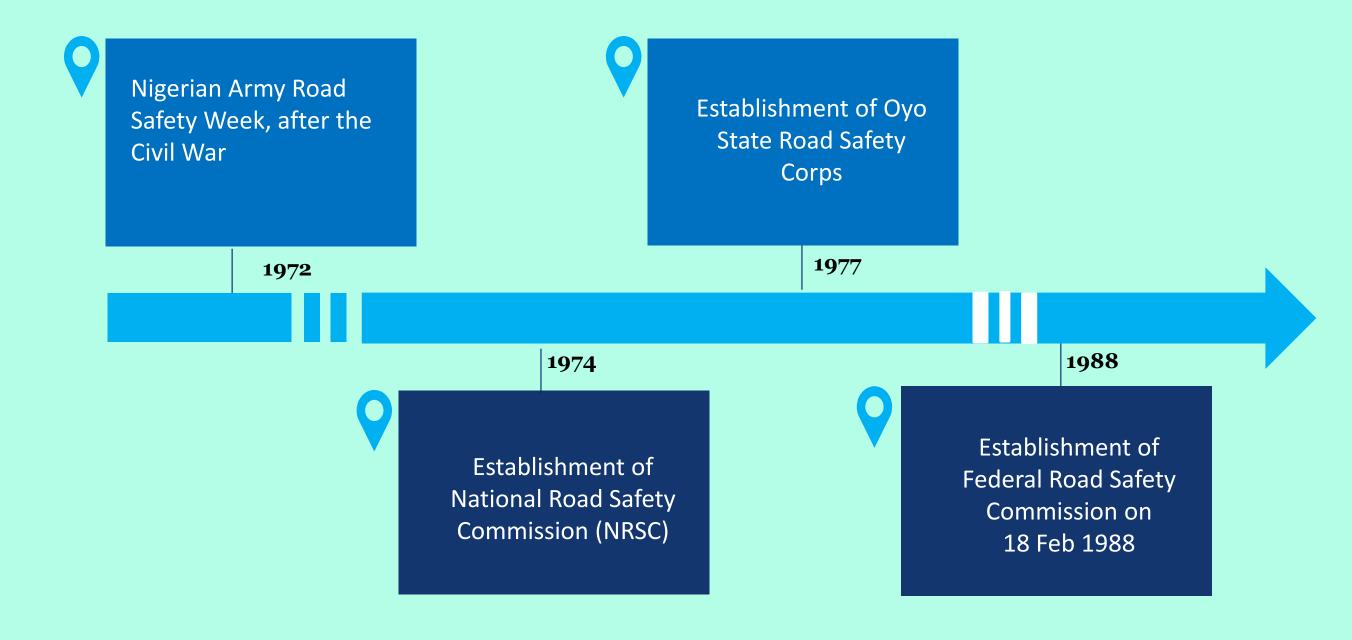
Before the establishment of the FRSC, Nigeria was notorious for its road traffic crash records, which made her the most dangerous country to drive motor vehicles second only to Ethiopia.

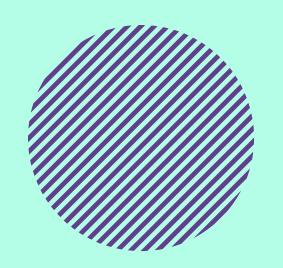




## FRSC AND MENTORSHIP IDEALS (4/14)

The efforts made by different organizations and stakeholders in the country to reverse the trends of road traffic crashes include:





## FRSC AND MENTORSHIP IDEALS (5/14)

The establishment of the FRSC, however, is seen as the most comprehensive attempts as its operations aligned the lead agency concept covering the entire country and with enabling laws which empowered the personnel to enforce the traffic rules nationwide through application of sanctions.

It also provides the Corps with unprecedented road traffic administration and regulatory roles.



#### FRSC AND MENTORSHIP IDEALS (6/14)

One of the most easily identifiable novel ideas in the establishment of the FRSC was the involvement of the volunteers from the civil populace known as Special Marshals in the campaign against road carnage







## FRSC AND MENTORSHIP IDEALS (7/14)

The idea of volunteer groups offering their services freely to keep the roads safer through engagement with members of the public for enlightenment programmes and enforcement regulations on traffic offenders has no doubt created not only confidence between the Corps and members of the public, but also closed the gaps that could have existed due to shortage of the number of regular marshals arising from funds, logistics and personnel limitations.

The initiative of the Special Marshals in the Corps also created the image of a civil organization that is out not to harass or intimidate members of the public, but to correct them and ensure safety of the road for all users.

#### FRSC AND MENTORSHIP IDEALS (8/14)

The Nobel Laureate, Professor Wole Soyinka, who was the pioneer Chairman of FRSC Governing Council from the inception, was emphatic on the peculiarities of the Corps whereby its enforcement role was



seamlessly harmonized with that of rescue of victims of road traffic crashes to create the image of a life-saving organization that can enjoy the confidence and trust of members of the public.

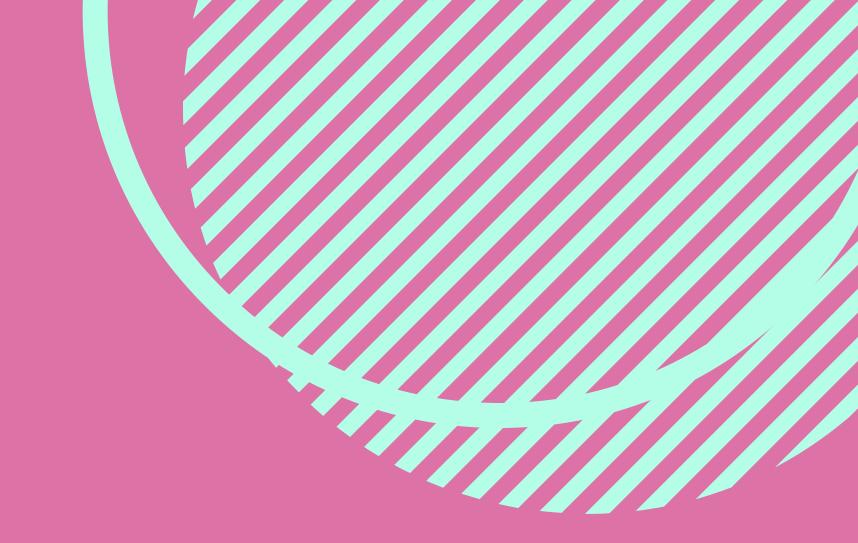
## FRSC AND MENTORSHIP IDEALS (9/14)

The novel ideas of the founding fathers in creating that image for the Corps has helped in instilling both love and fear for the Marshals who are respected by people for their prompt response to emergencies and commitment to saving lives and feared for their enforcement capabilities.

According to the pioneer Chairman, Professor Wole Soyinka, "drivers don't obey the Marshals for fear of the arms they carry, but out of the conviction of the rightness of their actions."

# FRSC AND MENTORSHIP IDEALS (10/14)

It is this kind of public trust that has continued to make members of the public to see FRSC as a public institution with integrity to be protected for the sustenance of its operations.



There is no doubt that the unique charisma and humanist nature of the founding Chairman have positive influences on the mentorship ideals in the Corps which still subsist till date.

### FRSC AND MENTORSHIP IDEALS (11/14)

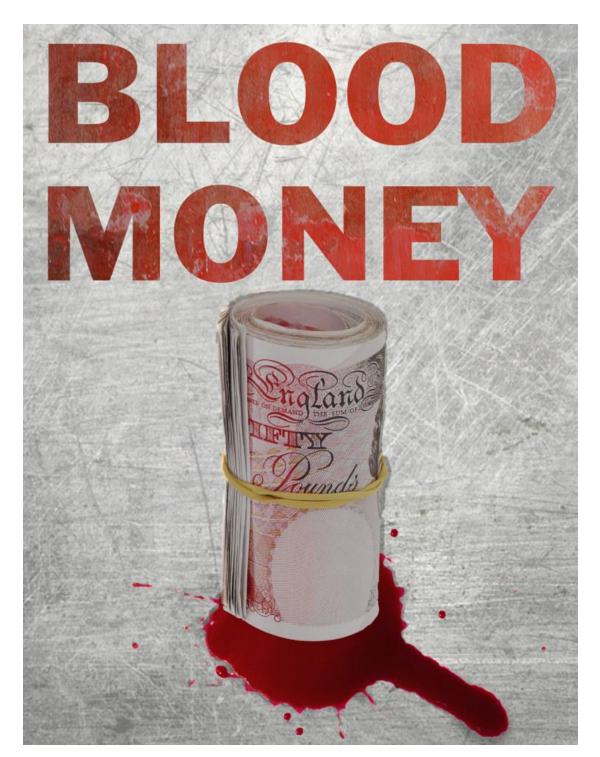
A great number of young men and women who joined the Corps were inspired by the charismatic and humanist nature of the Chairman who was concerned more with the service delivery orientation of the organization towards saving human lives on the roads.



### FRSC AND MENTORSHIP IDEALS (11/14)

For instance, the consciousness created in the minds of the personnel by the Chairman's admonitions that bribe money taken by patrol teams compromise safety of the people and is, therefore, "blood money" continue to ring a bell in the ears of those who are tempted while discharging their statutory functions.

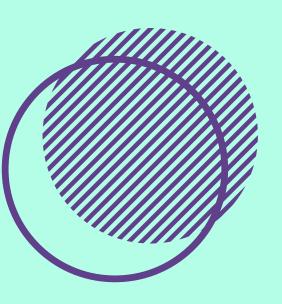
Consequently, the impacts of the anticorruption slogan which members of the Corps started imbibing right from the inception continue to reflect on the leadership styles of successive Corps Marshals who cascade the same value to all levels of the Corps.



# FRSC AND MENTORSHIP IDEALS (12/14)

It is also instructive to note that the first set of officers who formed the foundation staff of the Corps and the young men and women who were recruited at the National Youth Service Corps (NYSC) as cadet officers continue to benefit from the mentorship and are offering services that have uplifted the standards of the FRSC among law enforcement agencies with applause not only in Nigeria but the world at large.





### FRSC AND MENTORSHIP IDEALS (13/14)

For instance, 26 years after the establishment of the Corps, the current Corps Marshal who was one of the foundation officers had been so inspired as to be considered for appointment into the prime position



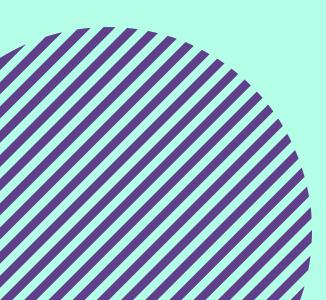
## FRSC AND MENTORSHIP IDEALS (13/14)

While most of those young men and women who were recruited as Cadet Officers at the inception have after going through the ranks risen to the rank of **Assistant Corps Marshal and** above are still spreading the message of the uniqueness of the Corps to the younger generations of Officers and Marshals.



# FRSC AND MENTORSHIP IDEALS (14/14)

Improved productivity built on successive quality of mentorship and purposeful motivation is what the FRSC has been carrying as its banner over the years to the admiration of all and sundry, to such an extent that the Corps has become a case study in several areas. World Bank described FRSC as the best example of a Lead Agency in Road Safety Administration and Management in Africa.



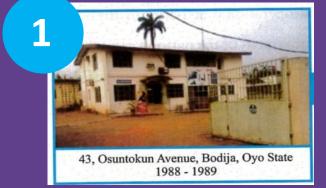
# Transformation of the FRSC (1/4)

#### ADMINISTRATION AND ORGANIZATION

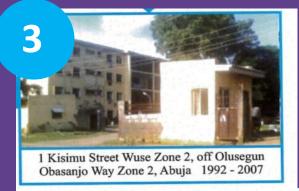


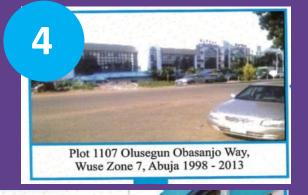
# Transformation of the FRSC (2/4)

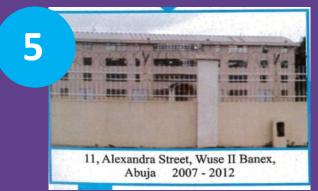
#### **BUILDINGS AND OFFICES**



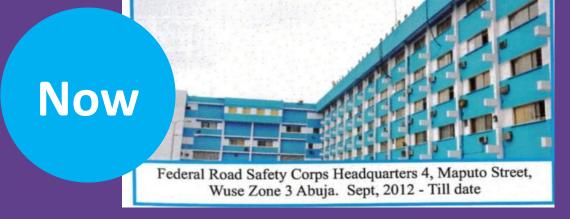














# Transformation of the FRSC (3/4)

**MANPOWER** 

#### Regular Marshals

Special Marshals

Road Safety Clubs











**18,000**Volunteer Group

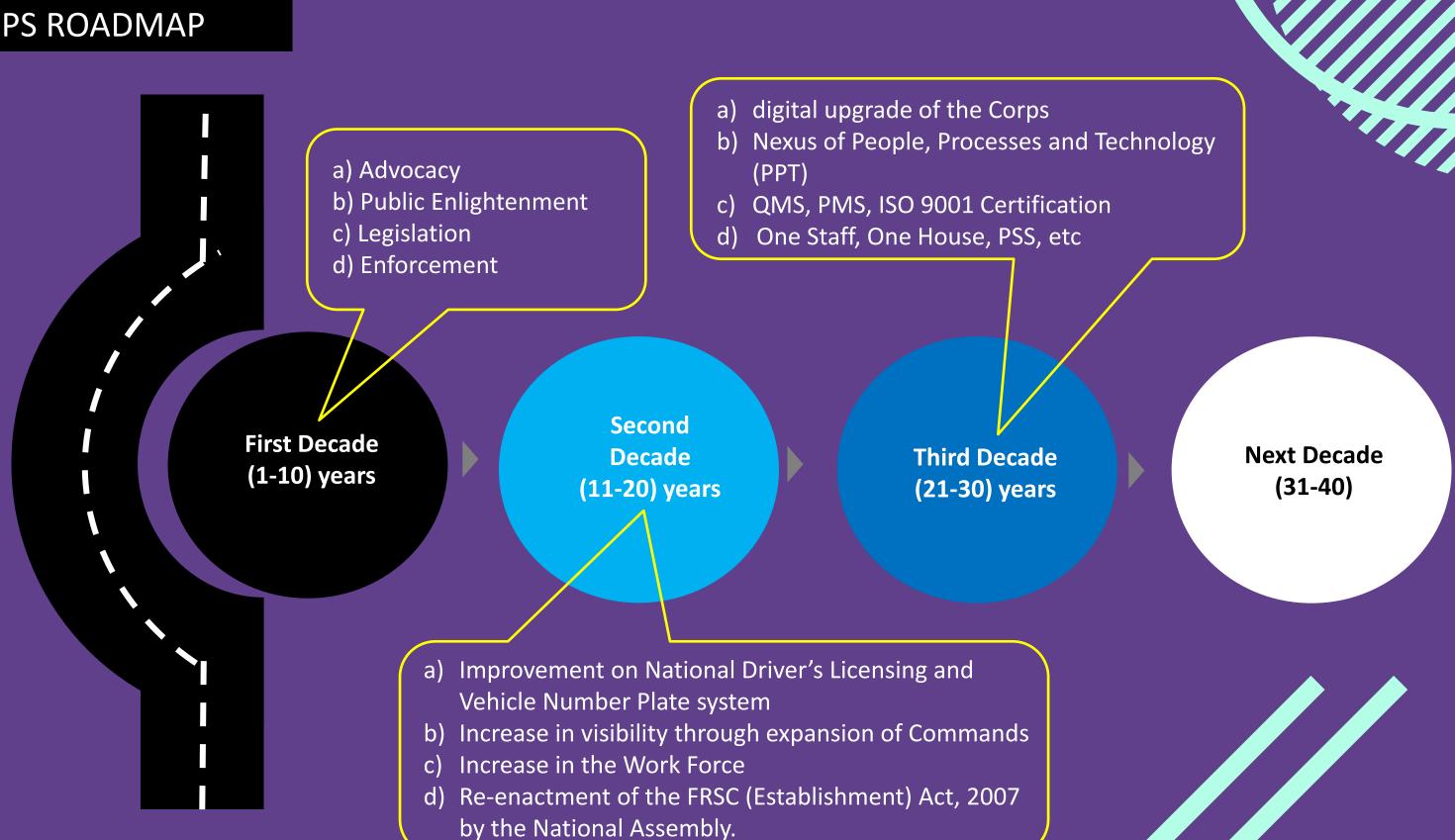




**50,000**Social Responsibility Group

### Transformation of the FRSC (4/4)

#### THE CORPS ROADMAP

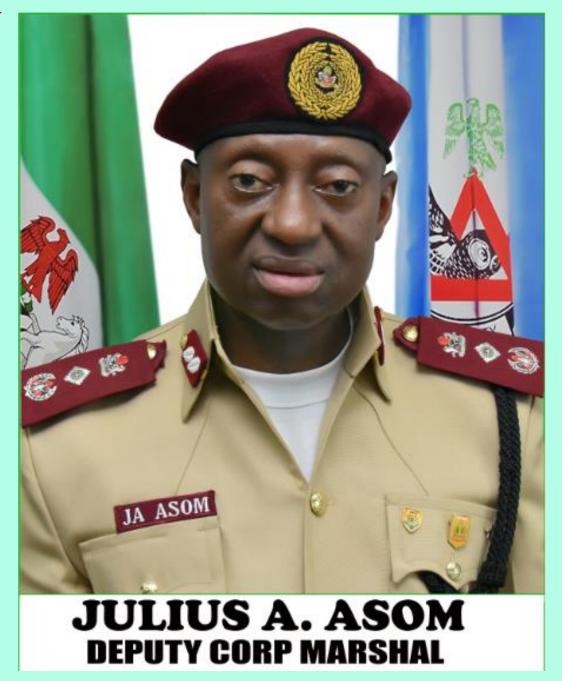


### PERSONAL EXPERIENCE-THE STORY OF MY LIFE: (1/8)

Distinguished guests, ladies and gentlemen, permit me to state that it takes a lot of patience, dedication, hard work and the grace of God to reach the top of one's profession and career.



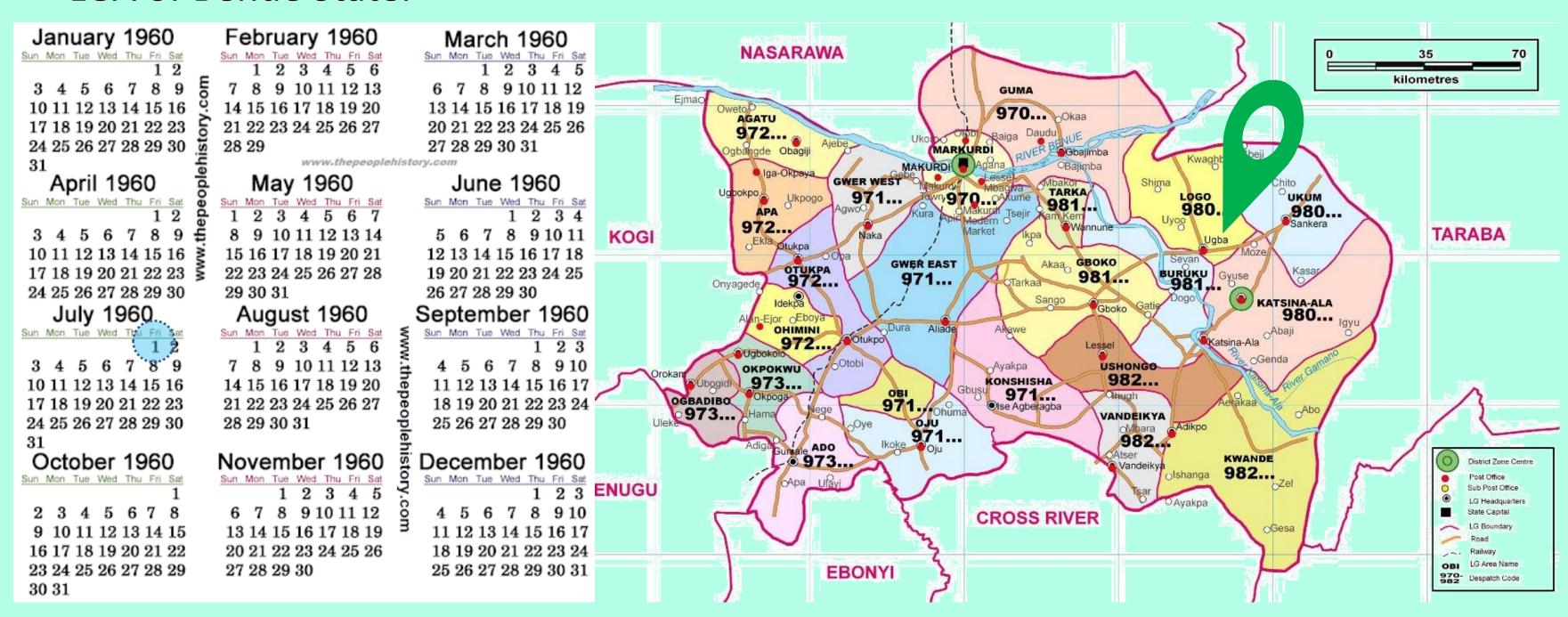




### PERSONAL EXPERIENCE-THE STORY OF MY LIFE: (2/8)

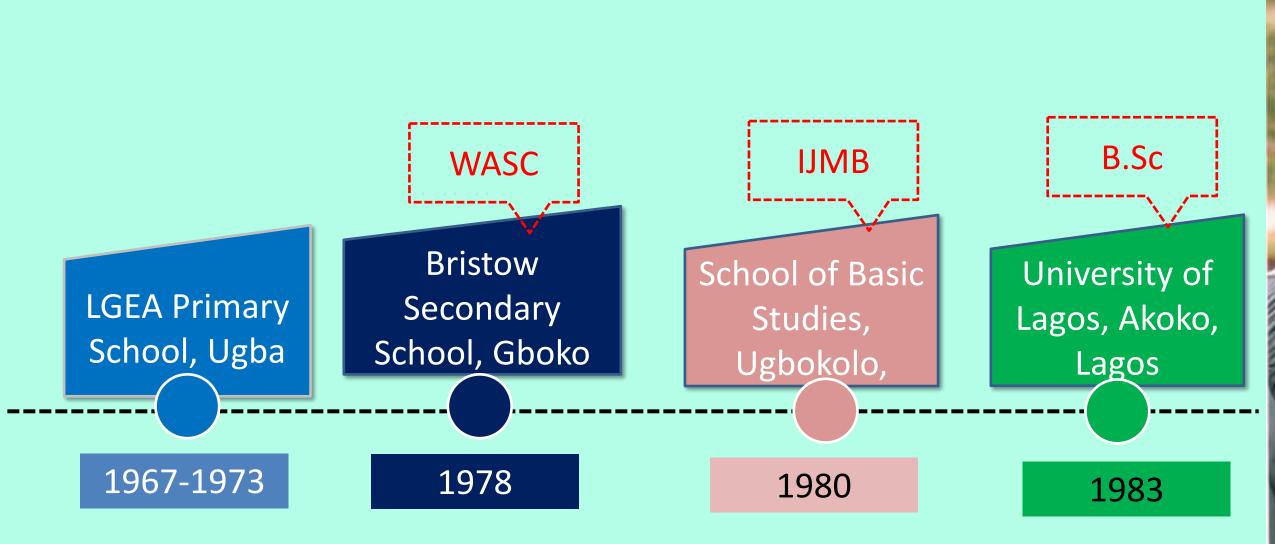
#### Birth

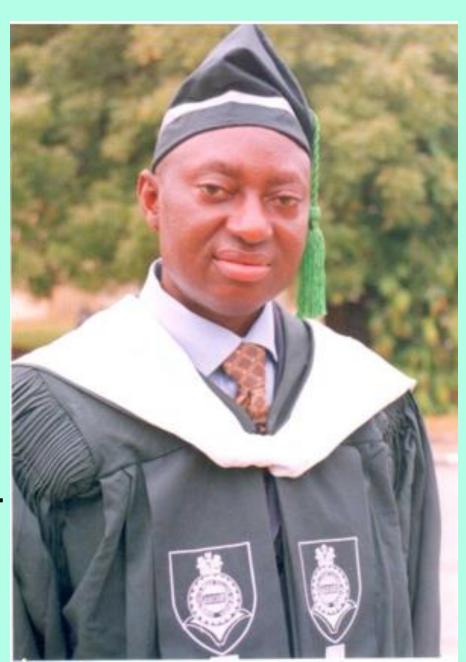
Sixty (60) years ago, on Friday, 01st July, 1960, I came into this world in Ugba in Logo LGA of Benue State.



### PERSONAL EXPERIENCE-THE STORY OF MY LIFE: (3/8)

### Education Time Line





### PERSONAL EXPERIENCE-THE STORY OF MY LIFE: (4/8)

### Career and Appointments Time Line

NYSC@
Government
Teachers'
College,
Bama, Borno
State

Joined NNPC as a Stint Joined FRSC
as Admin
Officer as
Assistant
Route
Commander
(ARC)

Unit
Commander
Akwanga,
Sector
Commander
(Plateau,
Adamawa)

Principal
Staff
Officer to
DCM
during
FRSC
Merger
with the
Nigeria
Police

Zonal Head Of Operations (RS 11);

HOS-CAS (Operations Dept);

PSO-CM

Special
Assistant to
the Corps
Marshal;

Deputy
Corps
Marshal
(SDER)

2014-Date

1983

1984-1990

1990

1990-2014

### PERSONAL EXPERIENCE-THE STORY OF MY LIFE: (5/8)

### A brief Outlook at Courses Attended

Attended the Administrative Staff College of Nigeria (ASCON), Badagry, Lagos State and the prestigious National Institute for Policy and Strategic Studies (NIPSS) in Kuru.

Local Foreign

18
12









### PERSONAL EXPERIENCE-THE STORY OF MY LIFE: (6/8)

### Merit and Professional Awards/Honours (1/2)

With my passion for serving the FRSC and people of my community in Benue State driven by dedication, loyalty, and focus to assigned responsibilities, I was honored with the following merit and professional awards;

- Outstanding Performance and Dedication to Service;
- Road Safety Merit award 1993;
- Promoting and Exemplifying the Ideals and Objectives of the Bristow Alumni Association 1995; Great Services to Youth's Empowerment in Ugondo Community and beyond 2005;
- Tremendous Contributions in Economic Empowerment of the Youths in Mbayato Community and beyond 2007;
- Excellence in Public Administration- Institute of Industrialists and Corporate Administrators 2007;
- Member of National Institute (mni) 2010.

### PERSONAL EXPERIENCE-THE STORY OF MY LIFE: (7/8)

### Merit and Professional Awards/Honours (2/2)

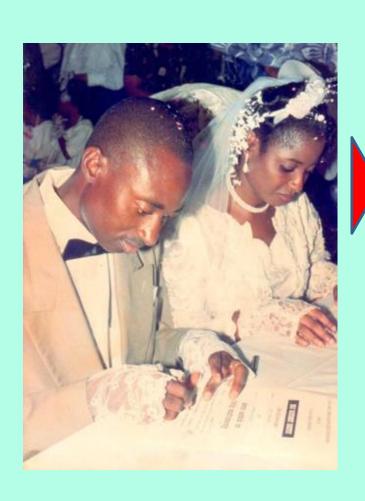
Notably, as I proceed on retirement, I will be addressed more often as "Semawan U Ugondo" being a chieftaincy title bestowed on me by my community in 2011.



# PERSONAL EXPERIENCE-THE STORY OF MY LIFE: (8/8)

### Marital Life

To the glory of God, I am happily married to Mrs. Comfort Ochiba Asom and blessed with lovely children.







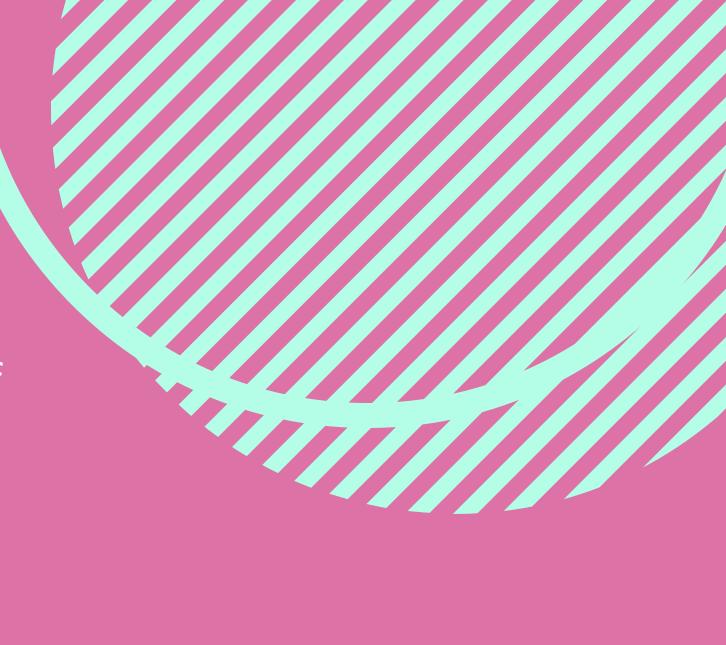






## PARTICULAR EXPERIENCES IN THE CORPS (1/9)

As a young officer with lofty dreams in the FRSC, it was not difficult to align with the service oriented nature of the Corps which served my career development positively. Considering the fact that at the early period of my service, there were no such problems as lack of vacancy, competitiveness for promotion and fear of growing in the Corps, promotions came as at when due and Officers had the privilege of assuming commanding positions and higher responsibilities even with their relatively junior ranks. I remember that with few officers of the junior and middle ranks at the time, many Officers on such ranks as Deputy Route Commander (DRC); Route Commander (RC) and Senior Route Commander (SRC) had the privilege to serve as Sector Commanders.



## PARTICULAR EXPERIENCES IN THE CORPS (2/9)

In my own case, however, I was on the rank of Senior Route Commander (SRC), when I was appointed as Sector Commander, Plateau State in 1992. As a Sector Commander, I tried and recommended the termination of appointments of several erring staff of Plateau State indigenes who in turn petitioned the State Government that I was on ethnic cleansing mission. Accordingly, I was invited by the Secretary to State Government who was satisfied with my explanation, exonerated me and FRSC gave me a letter of commendation for my steadfastness.



### PARTICULAR EXPERIENCES IN THE CORPS (3/9)

However, with the massive recruitment exercise that brought in many Senior Officers in 1996/1997, there was a policy which raised the limit of Officers that could hold the appointment of Sector Commander to Assistant Area Commander (AAC). That policy made it practically impossible for those of us who were of the lower ranks to continue in our positions. Consequently, I was redeployed from the position of Sector Commander, Plateau State to Unit Commander Akwanga in Nasarawa State in 1999, which was then part of old Plateau State previously under my supervision. The problem then was how I could reconcile with the reality of managing a Unit Command in the same state that I had just served as Sector Commander. That was one conflict that I had to contend with, but as difficult as it was for me to overcome, people's counsel and mentorship made me to face the new challenges frontally and overcame it successfully.

### PARTICULAR EXPERIENCES IN THE CORPS (4/9)

I had in the course of my service been inspired by the mentorship of those Senior Officers that I had the rare privilege of working closely with and whose mentorship influenced and reshaped my attitude to work and life generally. As the Principal Staff Officer (PSO) to late Engr. Abba Kyari Wakilbe FNSE, I found his simple but meticulous attitude to work ethics and life very inspiring, and as much as possible, I tried to imbibe the positive attributes which I applied them in my life with outstanding results that have manifested in subsequent higher assignments that I held. The two key words I will forever remember him for were; "don't over do it" and "don't assume me" as words of advice and caution to young Officers.

### PARTICULAR EXPERIENCES IN THE CORPS (5/9)

My work with Chief Osita Chidoka, OFR was particularly demanding, but exciting because as a young man, he was full of energy, ideas and intolerant to indolence; all of which am at home with the experiences that I had gathered over the years and positive attitudes that I have developed towards work, it was easy therefore, for me to keep the pace with Corps Marshal Chidoka's peculiar styles of work and we were able to work harmoniously without falling short of his expectations. Thus, by the time he was appointed as Minister in his seventh year of his tenure as Corps Marshal and Chief Executive, and the appointment of the current Corps Marshal, Dr Boboye Oyeyemi, MFR, mni, NPoM in July, 2014, there was hardly any assignment that could overwhelm me in the Corps again as I had painstakingly been mentored by different Chief Executives with different attitudes and work ethics.

### PARTICULAR EXPERIENCES IN THE CORPS (6/9)

I served briefly in the same position as PSO when Dr Oyeyemi assumed office before getting additional responsibility with my appointment as Special Assistant to the Corps Marshal under him. I was serving in that capacity before my elevation to the amiable rank of Deputy Corps Marshal on April 2019 and subsequent redeployment to the Department of Special Duties and External Relations from where I am retiring today. All the Corps Marshals mentored me in being thorough and meticulous in preparation of special reports and memoranda writing especially those at the cabinet level.

### PARTICULAR EXPERIENCES IN THE CORPS (7/9)

I am aware that in the course of the various positions and assignments that I have held, I was also able to mentor many Officers who took my mentorship seriously and benefited accordingly. Such Officers would tell their own stories at their own time, but I have no doubt that how I conducted myself in relating with them made it possible for them to be inspired and mentored, thus rendering all necessary support and assistance that led to the success story we are celebrating today. As I celebrate my exit from the Corps today, I also celebrate them for their subordination and achievements too.

# PARTICULAR EXPERIENCES IN THE CORPS (8/9)

It is necessary to observe that notable issues, such as, lobbying for posting and promotion, inability to sacrifice for the progress of the Corps, indiscipline including bribery and corruption, near absence of Senior Officers taking responsibility in defence of their subordinates' actions now occur in the Corps which were not prevalent at inception yet they seem to be escalating.

## PARTICULAR EXPERIENCES IN THE CORPS (9/9)

As a member of the Top Management, I am aware of some agreed measures deliberately put in place to restore the Corps to the cherished values of the old. On this account, I hold strongly that the era of indiscipline, apathy to work, lobbying for posting and promotion, absence of defence for the action of subordinate amongst other unprofessional conducts will be phased out from the system. While I look forward to the Management sustaining our cherished legacies, I advise the serving young Officers to uphold discipline, patience and willingness to learn from the Senior Officers through humility and loyalty and appropriate conduct such that would also place them in better positions to mentor their subordinates. By these efforts, the realization of the expectations of the members of public from the FRSC in the next decade would be attained much more seamlessly.



Being the Lead Agency in Road **Traffic Administration and Safety** Management in Nigeria requires that the Corps continues to be relevant by sustaining and building on the Critical Success Factors (CSFs) in the past decades and integrating modern Road Safety Management approaches which are the key focus in the current decade. Hopefully, the focus would be on the following:

- a) Assumption of full Regulatory Role to provide leadership to relevant stakeholders.
- b) Establishment of additional Commands to cover all Local Government Areas to enhance visibility.
- c) Full Implementation of ISO 9001:2015 principles
- d) Institutionalization of 10 Minutes Response time to RTC scenes to effect rescue and recovery

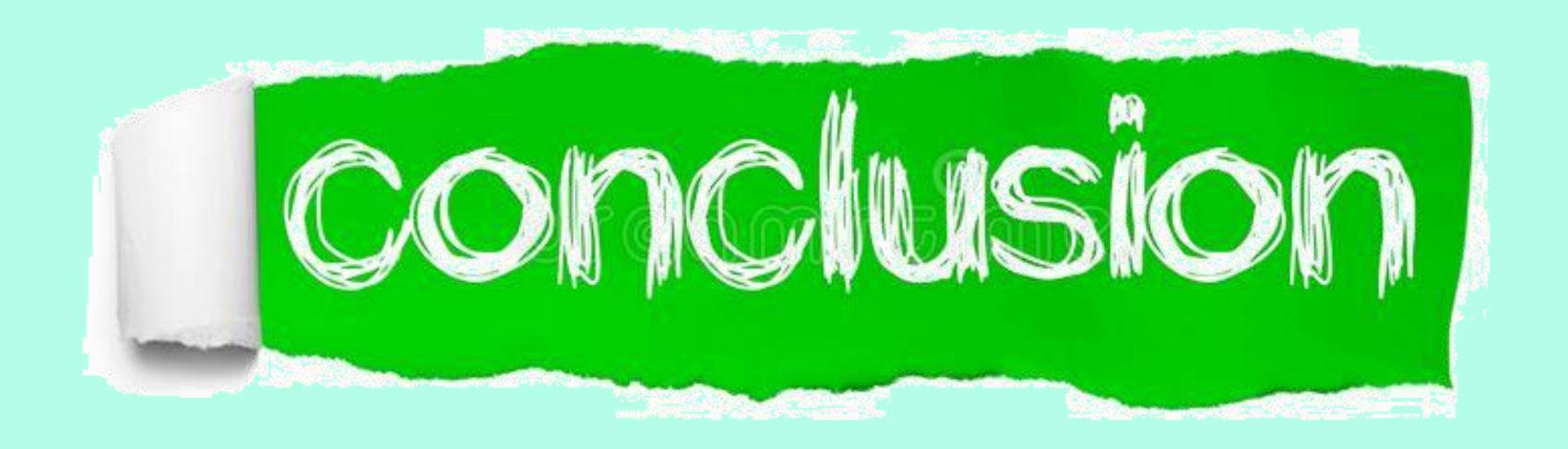
- e) Accomplishment of the privilege to fully benefit from the Implementation of 10% Rule on road construction
- f) Building qualitative
  Manpower and a Work Force
  that would promote high
  performance and earn more
  credibility from Nigerians.
- g) 21st Century Compliant Fleet System implementation

- h) Accomplishment of raising the status of FRSC Academy to that of regional Centre of Excellence (CoE) for Road Safety studies.
- i) Completion of the reorganization and expansion of Special Marshals to become more productive.
- j) Enshrinement of Zero Tolerance for Road Traffic Deaths and injuries

To achieve the above, the Corps requires:

- a) Sustained quality leadership across board which would inspire and motivate the junior staff;
- b) Sustained staff capacity development to enable personnel who carry out instructions that lead to policy accomplishments to be well versed with the dynamics of the global road safety management and to be treated as human beings with emotions, needs and desire for recognition, instead of being treated as robots without intuition and motivation;

- c) Strong and continuous need for the mentorship spirits, as the organization is a beneficiary of defined value without which there could have been value summersaults and gross erosion of the original credibility built by the founders over the years.
- d) "To whom much is given, much is also expected", should be the watchword of all Staff. Thus, every staff must see the growth and development of the FRSC as a collective assignment/responsibility.



# Conclusion (2/3)

I have no doubt that FRSC by its present national and international rating as Nigeria's lead agency in road safety management and traffic administration, coupled with the increasing government investments and stakeholders' collaboration, has come to stay. What is required to sustain the values that have held the organization together to this day is the need for Senior Officers at all levels, to continue to demonstrate quality leadership to their subordinates through motivation and mentorship which are bound to inspire them for improved productivity.

The institutional values laid by the founding fathers must be consolidated. It is also highly recommended that a greater bond between the Officers and the Marshals cadre as well as the interpersonal relationships among personnel at the various levels should be cultivated, encouraged and improve upon in the deliberate efforts to entrench the best welfare system.

# Conclusion (3/3)

Furthermore, unity of purpose incrementally driven by the vision of the FRSC as a service oriented organization anchored on the values of selflessness, sanctity of life and improved productivity should continue to be the driving force in the work ethics of members of the Corps at all times.

I will continue to be very proud of the FRSC that I am leaving behind today, because I have been part of its ups and downs from its infancy stage, through its challenging time and to the glorious moments. Let us continue to remember that some people toiled relentlessly to build and sustain the values that drive this organization as an enviable institution which is being applauded nationally and internationally today.

It is no small feat for the World Bank to describe FRSC as the best example of lead agency on road safety in Africa and the least that anyone should do is to undertake assigned roles with competence and commitment so as to bequeath the Corps a better legacy for generations yet unborn.



## Appreciation (1/2)

- I cannot use this forum to recognize all individuals who have impacted positively on my life in the course of my sojourn in FRSC. Within me, I know that you all matter and you will continue to matter to me as long as I live.
- However, let me particularly appreciate all the past and present Corps Marshals for upholding the values of mentorship which have tremendously influenced my bearing and productivity level and all those who have worked with me over the past years for being wonderful colleagues in the transition of our great nation into one of those in the world with safest roads in years to come. There is certainly life outside the FRSC, and I have no doubt that we will continue to relate more at personal and other levels as I depart honourably today.

# Appreciation (2/2)

- My special appreciation goes to the Corps Marshal, Dr Boboye Oyeyemi, MFR, mni, NPoM and all members of the Management for the opportunity, collaboration and friendship that we have shared over the years. I will continue to cherish the good and bad times we had together.
- Finally, it is my prayers that the Almighty God will bless you all for honouring me with your esteemed presence today. I wish you all honourable disengagement at your various times.
- Thank you and God bless.

### Thank you

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