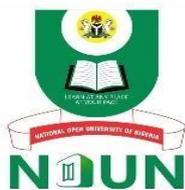


COURSE GUIDE

PAD 405 WORKSHOP IN PUBLIC ADMINISTRATION

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INTRODUCTION

PAD 330 Workshop in Public Administration is a three (3) credit unit course for undergraduate students of Public Administration. The materials have been developed with workshop and practice of public administration in focus. This course guide gives you an overview of the course. It also provides you with relevant information on the organization and requirement of the course.

The course also exposes students to practical ways of doing things in the office, helping them to understand the ethnics that govern official behavior internalizing the value of probity, accountability in transacting government business; to make them know and appreciate the purpose and use of files and filing system in public service delivery.

COURSE GUIDE

The purpose of this course is to help you understand the theory and practice of Workshop in Public Administration, concept of an office, forms of official communications, Government official protocol, financial instructions and public service rules as used in the public sector.

LEARNING OUTCOMES

Upon successful completion of these modules, you will be able to:
Develop skills in Public Administration, theory and practice of same.
The practical aspects of the course served as pilot into the business of government administration as always demonstrated by civil servants in the discharging of their responsibilities.

THE COURSE AIM

The course is aimed at acquainting you with what Workshop in Public Administration is all about and letting you understand the practical applications of the course to business of government administration as an administrator. This is to groom students in the art of government protocols and maintaining office security and secrecy.

To ensure that this aim is achieved, some important background information is provided and discussed, these including:

- An Office,
- Forms of Official Communication,
- Government Official Protocol,
- Financial Instructions and
- Public Service Rules.

SELF-ASSESSMENT-EXERCISE (SAES)

Two Self-assessment Exercises each are incorporated in the study material for each unit. Self-assessment Exercise helps students to be a realistic judge of their own performance and to improve their work. Promotes the skills of reflective practice and self-monitoring; Promotes academic integrity through student self-reporting of learning progress; Develops self-directed learning; Increases student motivation and Helps students develop a range of personal, transferrable skills.

SUMMARY

Each Unit contained a summary of the entire unit. A summary is a brief statement or restatement of main points, especially as a conclusion to a work: a summary of a chapter. A brief is a detailed outline, by heads and subheads, of a discourse (usually legal) to be completed: a brief for an argument.

POSSIBLE ANSWERS TO SELF-ASSESSMENT EXERCISE(S)

The materials contained Possible Answers to Self-Assessment Exercise(s) within the content. The possible Self-assessments answers enable you to understand how well you are performing in the contents. It is a way of analysing your work performance and any areas for growth. Reflecting on your strengths, weaknesses, values and accomplishments can help you determine what goals to work toward next.

COURSE MATERIAL

The course material package is comprising of following Modules and unit structure:

Module 1 The Concept of Office

- Unit 1 Meaning of an Office
- Unit 2 Functions of an Office
- Unit 3 Types of Offices
- Unit 4 Principles of Office Layout
- Unit 5 Importance of an Office

Module 2 Forms of Official Communications

- Unit 1 Basic Techniques of Clear Writing
- Unit 2 Official Abbreviations

- Unit 3 Classification and Handling of Official Files
- Unit 4 Indexing and Records
- Unit 5 Importance of Records Keeping

Module 3 Government Protocol

- Unit 1 Official Itinerary; Visitation, Security and Accommodations
- Unit 2 Safe Custody of Documents in the Office
- Unit 3 Safe Custody of Cash Impress in the Office
- Unit 4 Safe Keeping of Office Keys under ones Control

Module 4 Government Financial Instructions

- Unit 1 Government Financial Instructions: Federal and State Levels
- Unit 2 Government Financial Regulations: Federal and State Levels
- Unit 3 Due Process
- Unit 4 Procurement

Module 5 Public Service Rules

- Unit 1 Appointment and Dismissal
- Unit 2 Leaves and Holidays Types and Entitlement
- Unit 3 Ethics at Work
- Unit 4 Staff Appraisals
- Unit 5 Discipline of Workers

Module 6 Code of Ethics in Public Service

- Unit 1 Work Ethics in the Public Service
- Unit 2 Sources of Public Service Work Ethics
- Unit 3 Categories of Ethics in Public Service
- Unit 4 Important of Work Ethics in the Public Service
- Unit 5 Attitude to Public Funds

**MAIN
COURSE**

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MODULE 1 INTRODUCTION TO WORKSHOP IN PUBLIC ADMINISTRATION AND THE OFFICE

Unit 1	Meaning of an Office
Unit 2	Functions of an Office
Unit 3	Types of Office
Unit 4	Principles of Office Layout

Unit 1 Meaning of An Office

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 Workshop in Public Administration
 - 1.3.1 Introduction to Workshop in Public Administration
 - 1.3.2 Concept of an Office
 - 1.3.3 Office is Beyond a Building
- 1.4 Summary
- 1.5 Reference/Further Readings/Web Sources
- 1.6 Possible Answers Self-Assessment Exercises



1.1 Introduction

In this unit, you will be introduced to Workshop in Public Administration. This is a follow up to your study of other courses you undertook in the first two years of the programme as student of public administration. This unit will introduce you to the application of the major principles and concepts you have studied. The various issues that will be examined in this unit include background to workshop in public administration, an office as a concept and office beyond a building as its nature and structures will be treated in entirety.



1.2 Learning Outcomes

By the end of this unit, you will be able to:

- Explain workshop in public administration.
- Explain the concept of an Office.
- Understanding an office beyond a building.



1.3 Workshop in Public Administration

1.3.1 Introduction to Workshop in Public Administration

The course workshop in public administration is course with three major focuses; principles, practice and seminar methods. This is why it has certain features that have to do with practical and theory, civil services procedures and regulations governed the business of government as related to daily administration of an office. This course will expose you to the practice of public administration and the apparatus used in the workshop (the office) of public administration.

The key issue here is workshop in public administration is beyond the theory studied in the classroom rather is seen as public administration in the context of its practice particularly as admixture of theory and practice (Omale, 2014:29).

Administration is a skill linked inseparably to knowledge. Knowledge without skill to use is it surplus baggage to the practitioner. Skill without the continual infusion of new knowledge leaves its possessor practising in the grip of unmodified routines. Therefore, administrators need skills to administer the business of government in sphere of administrative practices.

As a student of public administration, it is important we know what constitution is and its importance to policy formulation in Nigeria. Constitution is the grand norm of Nigeria laws and policy. One may wonder why the public servant especially, the civil servant, should be bothered about the constitution. This is because public servant formulates laws and policies and the constitution is a superior law/policy of the land, every other law/policy must take a cue from and pay due deference to, this superior law.

Before a policy or law is proposed it ought to ensure that it conforms to the constitution. And of course, before a political functionary creates a law or makes a policy, it behoves him to be sure it is in consonance with the supreme law of the land (Omale, 2014: 85)

The constitution is a document of 8 chapters and 7 schedules. This is the document in which the public officer can find definition of his country Nigeria as well as the states and local governments therein.

The document also contains directives as to what the civil/public servant can or cannot do as well as what cannot be done to him/her. In the 5th schedule for instance, it tells the public officer what constitutes conflict of interest; it prohibits him from operating foreign account, it prohibits him from obtaining gifts or benefits in kind and of course from bribery and prohibits him from membership of certain societies. For an administrator(s) to administer policy as outline in Public Service Rules, the Financial Regulations, the Guide to Procedure, the Civil Service Handbook, to teach public administration.

1.3.2 Concept of an Office

An office can be defined as any place where procedures concerned with the receipt, transmittal, production; reproduction, processing, storage and retrieval of information are carried out.

An office can equally be considered as any place where clerical work or secretary duties are carried out. An office is a room set aside in an organisation in connection with the production and distribution of goods and services are done.

An office could also be responsibility or functions of an officer(s). For instance: office of the President, Governor, Chairmen of local governments and other heads of department. These offices have broad and specific objectives (functions) and in civil services, practices and governance are only granted to officer/administrator(s).

Therefore, an office has been described as a place where clerical and administrative duties are carried out in an organisation. In government the following offices exist but not exhaustive in government, apart from the President's office, there are various office for government officials like Office of Head of Civil Services of the Federation (OHCSF), office of the Secretary to Government of the Federation (OSGF), others include; Heads of Ministries, Departments and Agencies. All these constituted the workshop in public administration.

SELF -ASSESSMENT EXERCISES

- | | |
|----|---|
| 1. | What is an Office? |
| 2. | Can office be defined as line of responsibility? Yes or No. |

1.3.3 Office is Beyond a Building

An office could a responsibility designated to an officer. Most public organisations considered individual office holders with their core functions and responsibilities attached to such office as an office. Like in the case of social media platform, an office could be created using Internet facilities without on-site interactions rather an online office interface. The National Open University of Nigeria major office interface with students and lecturers are online office platform. This indicates that office is beyond a building where clerical, or managerial duties are performed.

In public administration today, most of the official circulars are sent and received via online platforms. During the era of COVID'19 most offices (organisations) in Nigeria, and the world at large resulted to work from home. That is a clear indication that online interface is an office.

Although, to make online platform an official means of communication it need a serious legal framework for regulations of such office platform in order to avoid fake or wrong dissemination of misleading information.



1.4 Summary

This unit discussed that an office could be any place where procedures concerned with the receipts; production, reproduction, processing, storage and retrieval of information are carried out.

An office can equally be considered as any place where clerical work or secretary duties are carried out.

We have introduced you the course workshop in Public Administration. We began by acknowledging the impact of tools of doing business of government, the concept of an Office, and other ways you could understand the concept of an office better. We also recognized that the fact that office is beyond a building or room where officials of an organization perform clerical duties.



1.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



1.6 Possible Answers Self-Assessment Exercises

Answers to SAEs

1. An office could be any place where procedures concerned with the receipts; production, reproduction, processing, storage and retrieval of information are carried out.
An office can equally be considered as any place where clerical work or secretary duties are carried out
2. YES

Unit 2 Functions of an Office

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Functions of an Office
 - 2.3.1 Office Spaces
- 2.4 Summary
- 2.5 Reference/Further Readings/Web Sources
- 2.6 Possible Answers to Self-Assessment Exercises



2.1 Introduction

In this unit, you will be introduced to Functions of an Office. This is a follow up to your earlier unit of study in this course. This unit will introduce you to the application of functions and other concepts you have studied. The various issues that will be examined in this unit include function of an office as to workshop in public administration.



2.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the major functions of an Office
- analyse things that constitutes functions of an Office.
- write on what the functions of an office are in general terms.



2.3 Functions of an Office

Functions of an office are broad but, in this unit, you are made to understand the main functions of an Office in public administration as a practice rather than in theory.

In public administration practices the functions of an office are connected with the responsibilities and functions of such office. An office play host to many activates and or as the need may rose. Public and private organisations have almost same functions as regarded with office management and function carried out.

Most of them perform the following functions: receiving and dispatching of mails, receiving and filling of mails, receiving and making of official telephone calls, receiving visitors and holding official meetings, typewriting, duplicating, photocopying, filling minutes of meetings, storage of large quantities of documents, processing documents, record keeping, receiving cash, paying cash, training, posting, accounting/book keeping and control of transport.

SELF-ASSESSMENT EXERCISES

- | | |
|----|--|
| 1. | Outline the functions of an Office you know? |
| 2. | Does public and private perform the same functions? Yes or No. |
| 3. | In your own words, list the functions of an Office you know. |

2.3.1 Office Spaces

When setting up an office after you have decided what has to be done in the office, you need to look ahead and consider how each of the functions might be develop.

Will they increase in volume?

Will there be change?

Will new functions take their place or be added to them?

Allocate space according to the requirements of the work to be done even it this means a senior person having a small office that his subordinates are important in office space management.

To avoid the above fear, you need to plan carefully for the layout of your office right from day one to take care of future expansion.



2.4 Summary

This unit discussed that an office could be any place where procedures concerned with the receipts; production, reproduction, processing, storage and retrieval of information are carried out.

An office can equally be considered as any place where clerical work or secretary duties are carried out.

We have introduced you functions of an office. We began by explaining what an office is, and explain it functions in this current unit. We said that the functions of public and private organisation

maybe the same but slight difference, this could be because of the functions of the organisations. Some offices exist only online.



2.5 Reference/Further Readings/Web sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Omale, I. (2011). *Principles and Practice of Personnel Management from Recruitment to Retirement*: Aboki Publishers, Makurdi, Benue State.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



2.6 Possible Answers Self-Assessment Exercises

Answers to SAEs

1. Functions of an office include the following amongst other; receiving and dispatching of mails, receiving and filling of mails, receiving and making of official telephone calls, receiving visitors and holding official meetings, typewriting, duplicating, photocopying, filling minutes of meetings, storage of large quantities of documents, processing documents, record keeping, receiving cash, paying cash, training, posting, accounting/book keeping and control of transport.
2. YES
3. Office performs the following functions: receiving and dispatching of mails, receiving and filling of mails, receiving and making of official telephone calls, receiving visitors and holding official meetings, typewriting, duplicating, photocopying, filling minutes of meetings, storage of large quantities of documents, processing documents, record keeping, receiving cash, paying cash, training, posting, accounting/book keeping and control of transport.

Unit 3 Types of Office

Unit Structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Types of an Office
- 3.4 Summary
- 3.5 Reference/Further Readings/Web Sources
- 3.6 Possible Answers Self-Assessment Exercises



3.1 Introduction

This unit focuses on types of office in public administration practices as regards to executions of business of government and other organisations. The types of office will help you to understand the concept of an Office with an in-depth knowledge of how important is an office to public administrative procedures and practices.



3.2 Learning Outcomes

By the end of this unit the student should be able to:

- distinguish the major types of office expertly.
- explain the various tools used in explaining types of office.
- identify the important of each type of office to an organisation.



3.3 Types of an Office

There are two main types of office, namely:

- (a) Big or Large office
- (b) Small office

Furthermore, other types of office include:

- Private office.
- Co-working Desk.
- Virtual office.
- Enterprise office.

The two main classification of office is basically based on functions such office performed. Government offices are usually classified as large. This is because it has many departments, units with many employees or workers to execution government policies. The size here is not by the gigantic building or structure but the size (large) is determined by work force, departments performing administrative functions of such office.

In other words, a large office can be found in a large organisation with more than ten staff. It often occupies a space that is capable of accommodating many workers. Examples of large offices are Federal ministries, parastatals, local government councils, etc. (www.kofastudy.com/course...)

A small office is usually found in a small organisation because the volume of clerical activities is small. A small office usually has one to ten clerical workers. Examples of small offices will include the principal's office, teachers' staff room, secretary's office, and manager's office etc. Small office could also mean a single room with a table, telephone, and in some cases, a computer and fax machine. (www.stoplearn.com/course).

SELF-ASSESSMENT EXERCISES

1. List the major types of office you know.
2. What numbers of staff/workers constitutes small office?
3. List and explain one types of office you learnt from this unit.



3.4 Summary

The two major types of office are the large office and small offices. Large office consists of many offices with many member staff working for the execution of the aim and objectives of setting up such an organisation. Meanwhile, a small office is an office that member staff is not more than ten.



3.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Bratton, J and Gold, J. (1999). *Human Resources Management: Theory and Practice* (2nd edition). MacMillan Business.

Omale, I. (2011). *Principles and Practice of Personnel Management from Recruitment to Retirement*: Aboki Publishers, Makurdi, Benue State.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



3.6 Possible Answers Self-Assessment Exercises

Answers to SAEs

1. There are two types of an office namely; Large and small offices.
2. Small office staff or a worker is one and not more than ten.
3. We have large and small offices.
A small office is usually found in a small organisation because the volume of clerical activities is small. A small office usually has one to ten clerical workers.

Unit 4 Principles of Office Layout

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Principles of Office Layout
- 4.4 Summary
- 4.5 Reference/Further Readings/Web Sources
- 4.6 Possible Answers Self-Assessment Exercises



4.1 Introduction

This unit focuses on one of the crucial aspect of offices management known as principles of office layout. Office outlay refers to the systematic planning of office space and arrangement of furniture and other physical facilities. The objectives of office layout are to utilise space, to facilitate workflow and minimised risk.



4.2 Learning Outcomes

By the end of this unit the student should be able to:

- Understand what principles of office layout means.
- Identify the benefits of good office layout.
- Have idea on types of office layout.



4.3 Principles of Office Layout

There are also types of office layout as enlisted below:

- Open plan office layout
- Private office layout
- Cubicle office layout
- Co-working office layout
- Home office layout
- Small office floor plan
- Oval office layout

SELF-ASSESSMENT EXERCISES

1. What is an office layout?
2. What are the benefits of principle of office layout?
3. List the types of office layout you are taught.



4.4 Summary

Principle of office layout is referring to the systematic planning and designing of office space and arrangement of office equipment's; furniture and other physical facilities. The main objectives of office layout are to utilise space to facilitate workflow and minimise risk.



4.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Omale, I. (2011). *Principles and Practice of Personnel Management from Recruitment to Retirement*: Aboki Publishers, Makurdi, Benue State.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



4.6 Possible Answers Self-Assessment Exercises

1. An office layout is referring to the systematic planning and designing of office space and arrangement of office equipment's; furniture and other physical facilities. The main objectives of office layout are to utilise space to facilitate workflow and minimise risk.
2. Benefits of good office layout include the following;
 - Economic stabilization of office space through cost reduction in office maintenance.
 - Better morale and goodwill with both employees and clients.
 - Improved workplace efficiently, through the best possible use of office machines and equipment.
 - Improved production due to better supervision
 - Enhanced inter-departmental communication through proper use of floor space.
3. The following are types of office layout:
 - Open plan office layout
 - Private office layout
 - Cubicle office layout
 - Co-working office layout
 - Home office layout
 - Small office floor plan
 - Oval office layout

MODULE 2 FORMS OF OFFICIAL COMMUNICATIONS

Introduction

This module explains the major forms of official communications in public administration and the tools used in the workshop (the office) of public administration. The rich sources of official communication skills, basic techniques of clear writing in civil services are examined in this Module. Students of public administration are opened to wide knowledge of office practices, procedures and guide that managed government business at every level of civil services.

This module will consider the usage of civil service handbook, guide to administrative procedure in executing government businesses. The reader may wish to recall what public administration is in its occupational definition it is easy contest. In teaching how to minute and draft and later, how to write memoranda and letters, this module is an aid to the art of public administration in the context of its practice.

Unit 1	Basic Techniques of Clear Writing
Unit 2	Official Writing Style
Unit 3	Forms of Official Communications
Unit 4	Official Abbreviations
Unit 5	Classification and Handling of Official Files
Unit 6	Indexing and Records

Unit 1 Basic Techniques of Clear Writing

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 Basic Techniques of Clear Writing
 - 1.3.1 Some Basic Techniques of Clear Writing
 - 1.3.2 Reasons for Clear Writing by Schedule officer(s)
- 1.4 Summary
- 1.5 References/Further Readings/Web Sources
- 1.6 Possible Answers to Self-Assessment Exercises



1.1 Introduction

In this unit, you will be introduced to official forms of communications as a student of public administration and the tools used in the workshop

(the office) of public administration. In civil services forms of official communications, it is an infinite variety of subjects ranging from the administration of the Ministry's own staff of matters requiring specialized or technical knowledge, it is important to cover all aspects of the work done by Schedule officers.



1.2 Learning Outcomes

By the end of this unit, you should be able to:

- identify basic techniques of clear writing
- identify reasons why schedule officers should be conversant with clarity of official writing style.



1.3 Basic Techniques of Clear Writing

Basic techniques of clear writing, is unique in public administration as a course and fascinating among practitioners. This is so because it deals with “what “and “how” a scheduled officer(s) is expected to handle official documents and mode of communication within an organisation and other correspondences. Most time officers are devoted to drafting and minuting; it is, therefore of cardinal importance that they should be familiar with the basic techniques for clear writing. Clear writing in this context means not only legibility but also clarity of style.

1.3.1 Some Basic Techniques of Clear Writing

- I Think clearly.
 - II Assemble facts.
 - III Arrange of points in logical sequence.
 - IV Committing views to paper.
- (i) **Think Clearly:** Normally, if your thinking is clear, clarity of language cannot be in doubt. No useful purpose can be served by looking for an impressive opening when the points at issue in a problem have not been grasped. It is good idea to think first and write afterwards.
 - (ii) **Assemble facts:** While thinking about a problem, jot down the main points and go over them later, putting down suitable reference, if any.
 - (iii) **Arrange points in logical sequence:** After thinking about the subject and checking your sources, put the main points in logical

sequences. Get your references handy.

- (iv) **Committing views to paper:** if you have to write up your minute or draft for a copy typist, then write boldly and legibly. If you are in doubt about your passage, get it explained to the typist; it is essential to speak debatably, clearly and coherently to a stenographer, while dictating. Before directing the final draft of your script, correct any grammatical mistakes or any words misspelt

The principles covered above apply to drafting, minute, letter writing and other forms of official communication.

1.3.2 Reasons for Clear Writing by Schedule officer(s)

- (1) Avoidance of mistakes
- (2) Clarity, concise, and precise
- (3) Not ambiguous
- (4) Save time

SELF-ASSESSMENT EXERCISES

1. What are the basic techniques for clear writing?
2. List 3 important of clear writing by schedule officer.
3. Why is clear writing being a basic tool in business of public administration?



1.4 Summary

Basic techniques of clear writing, is unique in public administration as a course and fascinating among practitioners. This is so because it deals with “what “and “how” a scheduled officer(s) is expected to handle official documents and mode of communication within an organisation and other correspondences either internal or externally. Clear writing aid in avoiding mistakes, promotes clear-cut, direct, and save time in reading and communicating.



1.5 References/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Adu, A. L (1962) *The Civil Service in New African States*, George Allen and Unwin Ltd., London.

Downs, A. (1968) *Inside Bureaucracy*. Little Brown and Company, Boston.

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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



1.6 Possible Answers Self-Assessment Exercises

Answers to SAEs

- 1. Some Basic Techniques of Clear Writing**
 - Think clearly.
 - Assemble facts.
 - Arrange of points in logical sequence.
 - Committing views to paper.

- 2. Reasons for clarity in writing**
 - Avoidance of mistakes.
 - Clarity, concise, and precise.
 - Not ambiguous.

- 3. Basic tool in business of public administration**
 - Avoidance of mistakes.
 - Clarity, concise, and precise.
 - It saves time and waste of stationeries.

Unit 2 Official Writing Styles

Unit Structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Official Abbreviations
 - 2.3.1 Official Writing Style
 - 2.3.2 Features of good writing style
- 2.4 Summary
- 2.5 References/Further Readings/Web Sources
- 2.6 Possible Answers to Self-Assessment Exercises



2.1 Introduction

In this unit, you will be introduced to official writing style in execution of government business of public administration and the features of distinctive manner of writing. In civil services writing style is one of the major frank apparatuses for effective communications. It is important for students to be exposed to official writing style in public administration.



2.2 Learning Outcomes

By the end of this unit, you should be able to:

- Understand what is official writing in public administration.
- Identify features of official writing style.



2.3 Official Abbreviations

3.3.1 Official Writing Style

Official writing style in civil services may be defined as the distinctive manner of writing. Schedule officers should have a good style. Without it, they will be severely handicapped in projecting their views in a manner to be clearly understood and to carry due weight.

When drafting, an officer is expected to be accurate, clear-cut of thought and expression, avoid over-worked expressions and stilted phraseology and should be in courteous form at all time while writing.

3.3.2 Features of Official Writing Style

The following are features of good official writing style:

- clarity of thought and expression
 - accuracy
 - grammar
 - courtesy
- (a) **Clarity of Thought and Expression:** Say exactly what you wish to say in simple and direct language. Avoid repetitions.
- (b) **Accuracy:** Verify all facts and figures before writing.
- (c) **Grammar:** Weak or indifferent grammar mars the quality of a draft. Special care is necessary in the use of punctuation marks. Avoid over-worked expressions and stilted phraseology.
- (d) **Courtesy:** All communications from public servants to persons inside or outside the public servant must be polite. Even the reply to a discourteous writer should be couched in courteous terms.

SELF-ASSESSMENT EXERCISES

1. What do you understand by official writing style?
2. What are the features of official writing style?
3. List and explain features of official writing style you know.



2.4 Summary

In civil services, official writing style is very important as it tells the distinctive manner of writing. Schedule officers should have a good style. Without it, they will be severely handicapped in projecting their views in a manner to be clearly understood and to carry due weight.



2.5 References/Further Readings/Web Sources

- Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.
- Filippo, E.B. (1984). *Personnel Management* (6th Edition) McGraw Hill, Book Company, New York.

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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



2.6 Possible Answers Self-Assessment Exercises

Answers to SAEs

1. Official Writing Style

- Official writing style in civil services may be defined as the distinctive manner of writing. Schedule officers should have a good style. Without it, they will be severely handicapped in projecting their views in a manner to be clearly understood and to carry due weight.

2. Features of Official Writing Style

The following are features of good official writing style:

- Clarity of thought and expression
- Accuracy
- Grammar
- Courtesy

3. Features of Official Writing Style

- (a) **Clarity of Thought and Expression:** Say exactly what you wish to say in simple and direct language. Avoid repetitions.
- (b) **Accuracy:** Verify all facts and figures before writing.
- (c) **Grammar:** Weak or indifferent grammar mars the quality of a draft. Special care is necessary in the use of punctuation marks. Avoid over-worked expressions and stilted phraseology.
- (d) **Courtesy:** All communications from public servants to persons inside or outside the public servant must be polite. Even the reply to a discourteous writer should be couched in courteous terms.

Unit 3 Forms of Official Communications

Unit structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Forms of Official Communications
 - 3.3.1 Forms of Official Communications
 - 3.3.2 Features of some Official of forms of Communication
- 3.4 Summary
- 3.5 References/Further Readings/Web Sources
- 3.6 Possible Answers to Self-Assessment Exercises



3.1 Introduction

In this unit, you will be introduced to official means of communication in executing business of government in civil services. In civil services channel communication is a major apparatus for execution of government business. It is important for students to be exposed to official forms of communications.



3.2 Learning Outcomes

By the end of this unit, you should be able to:

- understand the official forms of communications in public administration.
- identify forms of official communication in civil services.



3.3 Forms of Official Communications

3.3.1 Forms of Official Communications

- Letters
- Telegrams
- Reports
- Circulars
- Meetings of Officers

Others include but mostly use within Ministries or Organisation are;

- Minutes and
- Memoranda.

(1) **Letters:** Is generally written to conveying various official message such as rules, regulation, procedure, orders, action etc. from one department to another or from one organisation to another, from individual to another within the same organisation.

Letters, which are to be sent may include:

- (a) By registered post
- (b) By airmail
- (c) Under secret cover; and
- (d) Under confidential cover.

Letters should always be read through after typing so errors can be corrected before submission.

(2) **Telegrams:** Is a cross-platform messaging service with enhanced encryption and privacy that allows message between two or more organizations at the same time. Wording in telegram should be brief and consistent with clarity and messages should always be prefixed with references number followed by the addressee's referenced number when that is known.

(3) **Reports:** An account given either in writing or not of a particular matter, especially in the form of an official document, after thorough investigation or consideration by an appointed person or body. It is also a substantially verbatim transcript of the proceedings; it records what was said as well as what was decided.

(4) **Circular:** Circulars are used in conveying important information or directive from one ministry or department of the service to other ministries and departments. Circular issued by other ministries should be filed in series contained in one file for each ministry so that they can be circulated to appropriate officers for information and will thereafter be readily accessible to any officer who might wish to refer to them.

When a ministry issues a circular to other ministries, one copy should be placed in its own circular series file and a copy should also place in the relevant subject matter file. Circular may never be issues from a ministry unless authorize by the Permanent Secretary/Head of Department or such officer to whom he has delegated authority in this respect.

(5) **Meetings of Officers:** This is a meeting of Heads of Ministries, Departments and other top management staff within an organisation or other organisations on issues that matters. Often, decision reached or taken and such decision are copied to formed bases for policies and subsequent implementations.

(6) **Minutes:** The Merriam Webster's Collegiate Dictionary defines a minute as "the official record of the proceedings of a meeting. According to Denyer and Shaw (1980:287) minutes are legal records which business transacted at a meeting. This indicates that minute is of a great value for record keeping.

(7) **Memorandum (Memo):** Is a special form of communication required when a matter of policy is referred to the cabinet for a directive.

SELF-ASSESSMENT EXERCISE

1. List forms of official communication you know
2. What official letters a Ministry could send?
3. List and explain four forms of official communication in civil services?



3.4 Summary

The official means of communication in executing business of government in civil services include; letter, telegram, circulars, minutes, memoranda, meeting, and reports. In civil services the earlier mentioned forms of communication are major tools for execution of government business.



3.5 References/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Filppo, E.B. (1984). *Personnel Management (6th Edition)* McGraw Hill, Book Company, New York.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

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Omale, I. (2011). *Principles and Practice of Personnel Management from Recruitment to Retirement*: Aboki Publishers, Makurdi, Benue State.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



3.6 Possible Answers Self-Assessment Exercises

Answers to SAEs

1. Forms of official communication
 - Letters
 - Telegrams
 - Reports
 - Circulars
 - Meetings of Officers
 - Minutes and
 - Memoranda.
2. Letters, which are to be sent, may include:
 - (a) By registered post
 - (b) By airmail
 - (c) Under secret cover; and
 - (d) Under confidential cover.
3. Forms of Official Communication in Civil Services?
 1. **Letters:** Is generally written to conveying various official message such as rules, regulation, procedure, orders, action etc from one department to another or from one organisation to another, from individual to another within the same organisation.
 2. **Telegrams:** Is a cross-platform messaging service with enhanced encryption and privacy that allows message between two or more organizations at the same time.
 3. **Reports:** An account given either in writing or not of a particular matter, especially in the form of an official document, after thorough investigation or consideration by an appointed person or body. It is also a substantially verbatim transcript of the proceedings; it records what was said as well as what was decided.
 4. **Circular:** Circulars are used in conveying important information or directive from one ministry or department of the service to other ministries and departments.
 5. **Meetings of Officers:** This is a meeting of Heads of Ministries, Departments and other top management staff within an organisation or other organisations on issues that matters. Often, decision reached or taken and such decision are copied to formed bases for policies and subsequent implementations.
 6. **Minutes:** The Merriam Webster's Collegiate Dictionary defines a minute as "the official record of the proceedings of a meeting.
 7. **Memorandum (Memo):** Is a special form of communication required when a matter of policy is referred to the cabinet for a

directive.

Unit 4 Features of some Official forms of Communication

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Features of some Official forms of Communication
 - 4.3.1 Features of some Official of forms of Communication
 - 4.3.2 Drafts, Minutes, Brief, and Handing over Notes.
- 4.4 Summary
- 4.5 References/Further Readings/Web Sources
- 4.6 Possible Answers to Self-Assessment Exercises



4.1 Introduction

In this unit, features of some official forms of communication will be discussed as related to official communications. These forms of official communication style and features differed. The unit will explain with illustration some basic features of some of the selected forms of official forms of communication.



4.2 Learning Outcomes

By the end of this unit, you should be able to:

- Understand what are features of forms of official communication in civil service.
- Learn how to differentiate forms of official communication in civil service.



4.3 Features of some Official forms of Communication

4.3.1 Features of some Official of forms of Communication

- Drafting
- Minute of meetings
- Briefs
- Handing Over Notes

(1) Draft/Drafting: A draft is a proposed reply, circular or other document, put up by an officer to higher authority. If the proposed reply or suggested circulars serve the prescribed purpose, it is considered good and approved. The senior officer may amend by filling in the gaps in the efforts of the officer or by the incorporation of additional facts a draft. While, drafting is a process of preparing a draft. A drafter is the person that prepare the draft for himself or on behalf of his superior boss (es). A draft in other words is a sketch of a material put forward for consideration and approval of one's boss (Omale, 2014:114).

Features of good draft

- Clarity of expression of thought: say exactly what you wish to say in simple and direct language.
- Accuracy: verify all facts before writing.
- Grammar: indifferent grammar should be discouraged because it mars the quality of a draft.
- Courtesy: All communications from public servant should be polite.
- Draft of any document are given to typist for fairing, the number of copies required should always be clearly recorded at the top of page 1 of every draft.
- Discarded papers containing classified information should never be used for drafting.

(2) Minute/Minuting: A minute may be defined as a communication in writing, usually in files between two or more officials. Minutes are normally used to consider and settle matters or to direct what action may be taken in a given circumstance. Minuting is the act of writing a minute. A minute is not a letter from one officer to another.

Features of a good Minute

- The top left-hand side of a minute refers to the person, by appointment, to whom, it is written. The text of the minute follows.
- It is concluded /followed by the signature or initials of the writer.
- This is followed by stamped of the organisation and
- Under the name of the writer is the post held and date of the minute.

(3) Briefs: A brief is a written submission on an extant position on a subject matter. It is a summary of subject prepared for a superior authority. For example; for one of the representatives of the official side at a council meeting. Brief is like a minute. Unlike the letter, it has no address and it is not addressed to anyone either by name or rank.

Features of a good Brief

- A good heading which gives an idea of the content of the brief
- An introduction which summarises the background of the subject such as how the matter arose, previous action taken, if any and why the issue is being raised again.
- A clear analysis of the points at issue i.e. where necessary, the points for and against a course of action should be stated.
- A specific recommendation or suggestion; where two or more recommendations or suggestions are possible, they should be put in order of importance.
- In the case of a brief for the Council of Ministers, the name and designation of the personage submitting the brief should be shown.
- A good brief should be self-contained.
- A brief should be concise and constructive.
- A brief should try to recommend the solution of an outstanding problem.

(4) Handing over Notes: This is a note prepared by officer handing over an office to an officer who is succeeding (taken over) of details regarding content of the schedule of duties of the post.

Features of Handing Over Notes

- Handing over note contain details of the schedule of duties of the post.
- It contains useful references to aid the officer taking over.
- It contains details of unfinished matters for example, new policy issues.
- It holds important replies to letters, inquiries etc.
- It equally contains files marked B.U (Bring up).
- Dates of impending meeting, if any.
- Matters being K.I.V (Keep in View).
- Documents (usually references and reports), machinery and equipment being handed over.
- Handing over note are always in triplicate.

Table 1: Specimen of Conclusion of handing over note

Hand over by:	Taken over by:
.....
.....
<i>(Name to be typed in)</i>	<i>(Name to be typed in)</i>

(Designation of post) Date:	(Designation of post) Date:
--------------------------------------	--------------------------------------

SELF-ASSESSMENT EXERCISE

1. Explain the following forms of official communications.
 - (a) Draft
 - (b) Minute of meetings
 - (c) Briefs
 - (d) Handing Over Notes
2. State three (3) features of any two forms official of communication listed in question 1



4.4 Summary

The official means of communication in executing business of government in civil services include; draft, minute of meetings, briefs and handing over notes. In civil services the earlier mentioned forms of communication are major tools for execution of government business along with earlier mentioned forms in the proceeding unit.



4.5 References/Further Readings/Web Sources

- Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.
- Filppo, E.B. (1984). *Personnel Management (6th Edition)* McGraw Hill, Book Company, New York.
- Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.
- Federal Republic of Nigeria (2014). *Pension Reform Act*. Printed and Published by the Federal Government Printer, Abuja.
- Federal Republic of Nigeria (1997) *Civil Service Handbook*. Produced by the Presidency, Office of Establishments and Management Services, Abuja. Printed by Federal Government Press, Mobil Road, Apapa, Lagos.

Federal Republic of Nigeria (2004)) *Guidelines for Appointments, Promotion and Discipline*. The Federal Civil Service Commission, Abuja.

Omale, I. (2011). *Principles and Practice of Personnel Management from Recruitment to Retirement*: Aboki Publishers, Makurdi, Benue State.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



4.6 Possible Answers Self-Assessment Exercise (SAEs)

1

- (a) **Draft/Drafting:** A draft is a proposed reply, circular or other document, put up by an officer to higher authority. If the proposed reply or suggested circulars serve the prescribed purpose, it is considered good and approved.
- (b) **Minute/Minuting:** A minute may be defined as a communication in writing, usually in files between two or more officials. Minutes are normally used to consider and settle matters or to direct what action may be taken in a given circumstance. Minuting is the act of writing a minute. A minute is not a letter from one officer to another.
- (c) **Briefs:** A brief is a written submission on an extant position on a subject matter. It is a summary of subject prepared for a superior authority. For example; for one of the representatives of the official side at a council meeting. Brief is like a minute. Unlike the letter, it has no address and it is not addressed to anyone either by name or rank.
- (d) **Handing over Notes:** This is a note prepared by officer handing over an office to an officer who is succeeding (taken over) of details regarding content of the schedule of duties of the post.

2 (a) Features of good draft

- Clarity of expression of thought: say exactly what you wish to say in simple and direct language.
- Accuracy: verify all facts before writing.
- Grammar: indifferent grammar should be discouraged because it mars the quality of a draft.
- Courtesy: All communications from public servant should be polite.
- Draft of any document are given to typist for fairing, the number

of copies required should always be clearly recorded at the top of page 1 of every draft.

- Discarded papers containing classified information should never be used for drafting.

(b) Features of a good Minute

- The top left-hand side of a minute refers to the person, by appointment, to whom, it is written. The text of the minute follows.
- It is concluded /followed by the signature or initials of the writer.
- This is followed by stamped of the organisation and
- Under the name of the writer is the post held and date of the minute.

(c) Features of a good Brief

- A good heading which gives an idea of the content of the brief
- An introduction which summarises the background of the subject such as how the matter arose, previous action taken, if any and why the issue is being raised again.
- A clear analysis of the points at issue i.e where necessary, the points for and against a course of action should be stated.
- A specific recommendation or suggestion; where two or more recommendations or suggestions are possible, they should be put in order of importance.
- In the case of a brief for the Council of Ministers, the name and designation of the personage submitting the brief should be shown.
- A good brief should be self-contained.
- A brief should be concise and constructive.
- A brief should try to recommend the solution of an outstanding problem.

(d) Features of Handing Over Notes

- Handing over note contain details of the schedule of duties of the post.
- It contains useful references to aid the officer taking over.
- It contains details of unfinished matters for example, new policy issues.
- It holds important replies to letters, inquiries etc.
- It equally contains files marked B.U (Bring up).
- Dates of impending meeting, if any.
- Matters being K.I.V (Keep in View).
- Documents (usually references and reports), machinery and equipment being handed over.
- Handing over note are always in triplicate.

Unit 5 Official Abbreviations

Unit Structure

- 5.1 Introduction
- 5.2 Learning Outcome
- 5.3 Main Content
 - 5.3.1 Official Abbreviation
 - 5.3.2 Official Abbreviation as Form of Official Communications
- 5.4 Summary
- 5.5 References/Further Readings/Web Sources
- 5.6 Possible Answers to Self-Assessment Exercises



5.1 Introduction

In this unit, you will be introduced to office al abbreviation as forms of official communications and a tool used in the workshop (the office) of public administration. In civil services official abbreviation is used to treat official files as means of communication between the superior officer(s) and other subordinate staff vice-visa.



5.2 Learning Outcomes

By the end of this unit, you should be able to:

- Identify some official abbreviations that are commonly used in civil service.
- Identify reasons why official abbreviations are used as communication style in civil services.



5.3 Official Abbreviations

Official abbreviations are short form of word(s) that are commonly used in official correspondence, but rarely in communication with the general public.

a.b.c = at back cover	i.d.c = in due course
a/c = account	i.e = that is/ in other words
Ag = Acting	i.f.o = in favour of
A.I.E = Authority to Incur Expenditure	k.i.v = keep in view

a.y.c = at your convenience	L.G = Local Government
b.c = back cover	L.P.C = Last pay certificate
B/F= brought forward	L.P.O = Local purchase order
b.o.f = back of file	Misc. Miscellaneous
B.U = bring up/brought up	n.a = not application
C.C = Carbon copy	n.a.t = Necessary action taken
C.F = carried forward	n.f.a = no further action
Cap = Chapter	N.B = Nota Bene (take notice)
c.o = care of	O/C = Office-in-charge
P.S.R =Public Service Rules	P.A.= Put away
Conf. = Confidential	Para. = Paragraph
Cons = Consideration	Perm. Sec = Permanent Secretary
Cont'd = Continued	I.R.O = In respect of
D. = Director	O/K = all correct
D.A.V = Department Adjustment Voucher	f.y.i & n.a = for your information and necessary action.
d/d = dated	O/C = Office-in-charge
D.D = Deputy Director	P.S = Postscript
D.G= Director General Dept = Department	Pg = page
D/o = Demi official (letter)	PP = Papers
D.V.E.A book = Department Vote Expenditure Book	P.T.O = Please turn over
e.g = for example	P.S = Postscript
Enc. = Enclosure	P.U = Put up
E.T.A = Estimated Time of Arriva	P.V = Payment Voucher
Etc. = and so on	Q.E.D = Which was to be demonstrated
F. & P.A. = File and put away	Recd/Re= Received
f.f.a = for further action	Sec. = Secretary
f.i.o = for information only	s.f.c = submitted for consideration
f.n.a = for necessary action	s.f.i = submitted for information
F. R = Financial Regulations	S.G.F = Secretary to the Government of the Federation
f.y.c = for your consideration	Sec. = Secretary
f.y.i = for your information	S.I.V = Secretary Issue Voucher
H.E = His Excellency	“ T “ = Temporary
H.O.D = Head of Department	T/y or T.y = Thank you
H.O.U. = Head of Unit	u.f.s = Under flying seal
Hon. = Honourable	w.r.t = with reference to
f.y.c = for your consideration	Your let. Your letter
H.E = His Excellency	Your tel = your

	telegram/telephone
Hqtrs. = Headquarters	
h/y = herewith	
i/c = in charge of	

SELF ASSESSMENT EXERCISE

1. What full meaning of the following abbreviation?

- (a) K.I.V
- (b) UFS
- (c) IRO
- (d) f.n.a
- (e) f.y.c

5.3.1 Official Abbreviation as Form of Official Communications

Official abbreviations are short form of word(s) or acronym that are commonly used in official correspondence, but never in communication with the general public.

The uniqueness of Nigerian civil services is that, looking closely, you will notice that:

- (i) If there are two choices, the first is preferred.
- (ii) Job class titles are generally not capitalized unless there is a number following the name.
- (iii) The acronyms and abbreviations marked with an asterisk (*) after them do not need to be spelled out.
- (iv) They are generally acknowledged terms used all the time without reference. It is expected that all superior officers are conversant with them.

Abbreviations are mostly in administrative offices for the execution of government business in public administration.

SELF-ASSESSMENT EXERCISE

1. What is the major reason of using official abbreviation in civil services?
2. What is the uniqueness of official abbreviation?

5.3.2 Expression

Expressions are non-English words or phrases that are often used in official correspondence and should always be underlined when in use. Expressions could be use in all formal minutes and correspondences.

Examples of some that are frequently used in government business are listed below:

ad infinitum	without end
Ad valorem	According to value
et. eq	and the following
idem (id)	the same
in toto	entirely
Inter alia	among other things
Ipsa facto	by that very fact
Pari passu	on an equal footing
Per se apart	by itself, considered
Prima facie	at the first glance
Pro rata	proportionately
Sine die	indefinitely
Status quo	existing state of affairs
Utral vires	beyond their powers
Vide	see
Viz	namely, to wit



5.4 Summary

Official abbreviations are short form of word(s) that are commonly used in official correspondence, but never in communication with the general public. The Nigerian Civil service uses abbreviation like their other counterparts all over the world.

SELF-ASSESSMENT EXERCISE

1. Why are official abbreviations not interpreted in-text?
2. What is Expression in seminar of Public Administration?



5.5 Reference/Further Readings/Web Sources

Federal Republic of Nigeria (1997) *Civil Service Handbook*. Produced by the Presidency, Office of Establishments and Management Services, Abuja. Printed by Federal Government Press, Mobil Road, Apapa, Lagos.

Federal Republic of Nigeria (2004) *Guidelines for Appointments, Promotion and Discipline*. The Federal Civil Service Commission, Abuja.

Omale, I. (2011). *Principles and Practice of Personnel Management from Recruitment to Retirement*: Aboki Publishers, Makurdi, Benue State.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



5.6 Possible to Answers Self-Assessment Exercise

Answer to SAEs 1

- (a) K.I.V ----- Keep In View
- (b) UFS ----- Under Flying Seal
- (c) IRO ----- In Respect of
- (d) f.n.a----- For Necessary Actions
- (e) f.y.c----- For Your Consideration.

Answer to SAEs 2

1. Official abbreviations are short form of word(s) that are commonly used in official correspondence, for easily communication among member staff of an organisation.
2. The uniqueness of Nigerian civil services is that, looking closely, you will notice that:
 - (i) If there are two choices, the first is preferred.
 - (ii) Job class titles are generally not capitalized unless there is a number following the name.
 - (iii) The acronyms and abbreviations marked with an asterisk (*) after them do not need to be spelled out.
 - (iv) They are generally acknowledged terms used all the time without reference. It is expected that all superior officers are conversant with them.

Unit 6 Classification and Handling of Official Files

Unit Structure

- 6.1 Introduction
- 6.2 Learning Outcomes
- 6.3 Classification and Handling of Official Files
 - 6.3.1 Files
 - 6.3.2 Classification of Files
 - 6.3.3 Handling of Files/Filing
- 6.4 Summary
- 6.5 References/Further Readings/Web Sources
- 6.6 Possible Answer Self-Assessment Exercises



6.1 Introduction

The tools used for the in performance of function of public administration could be documents or machinery. Among the documents, although not often thought as is the file. The file is so important that the father of bureaucracy, Max Weber, lists it among the six attributes or elements required by bureaucracy. Omale (2014:141) listing the attributes of rational bureaucracy as given by Weber in Mckinney and Howard (1979:118) to include amongst other things that: “Administration actions are based on written documents known as the file, which are maintained in their original form”.



6.2 Learning Outcomes

By the end of this unit, the student should be able to:

- Define files.
- Know how files are classified
- Recognise the principles of file handling



6.3 Classification and Handling Official Files

The file is tool used for the in performance of function of public administration and its important is always noticed in the execution of administrative functions in offices. The file is so important that is listed among the six attributes or elements required by bureaucracy.

6.3.1 File

The file can be seen in at least two perspectives. Firstly, the file can be seen as an object, an artifact. Seen this way, the Civil Service Handbook defines it as a 4-page folder containing pages made up of letters (other documents) received or copies of those dispatched, minute between officers, rulings, reports, etc. The object of the files is to bring together in one folder all letters, minutes, documents, etc. referring to a given subject so that they may be produced instantly when necessary.

Secondly, a file can be conceived of as a process or system. This is predicated the view of Tyagi (2004:642) that file is a collection of papers pertaining to a question, which is before the government for decision and action.

Importance of Files

1. File is the memory of an office and thus of an organization.
3. File help to save times and ease information retrieval
4. File aid speedy operations that are in terms of urgency.
5. File takes custody of official documents in both formal and informal offices.
6. File could hold about 100 pages of A-4 credentials documents.

Filing System

There are many types of filling systems but the main one use in government offices is the Book File System. The book file system is the method of filling whereby letters and minutes are all enclosed on the left-hand side –face to cover in chronological order and are numbered in the same fashion as a book.

The file cover is usually a thick sheet of Manilla paper folded to form a jacket for enclosures. Various colours are used to identify different grading, and entries are made on the Action Sheet at front cover to indicate the required circulation. There is also a section on (or inside) the front cover for recording the names and references of files connected with the same subject.

6.3.2 Classification of Files

The main purpose of file classifications is easy identification by means of:

- (1) Subject headings
- (2) Sectional headings
- (3) Numerical index, titles and subjects
- (4) Alphabetical index with file numbers.

There are three (3) common ways of classifying files; namely:

- (i) Subject classification system
- (ii) Numerical classification system
- (iii) Alphabetical classification system

(I) Subject Classification System: Here, the first three of the Section, Branch, Division, Department or group heading is used as a prefix to the file number.

(II) Numerical Classification System: In this case, a block of numbers is allocated to each Section, Branch or Group. If the block of number allocated are used up, then another unallocated block of numbers is allocated to such group. No Section, branch, division, department or group should use numbers belonging to another department, division. Branch or section.

(III) Alphabetical Classification System: In terms of alphabetical classification system, every section, branch, division, department or group is allocated a letter of the alphabet which it uses as a prefix to the number, but which it uses as a prefix to the number.

Table 1: Systems of File Classification:

Section, Branch, Division or Department	Subject Classification	Numerical Classification	Alphabetical Classification
Management	MAN 1, MAN 2, etc	1-250	A1, A2, etc
Organisation and Establishment	OE & MS 1, OE & MS 2	251-500	B1, B2,
Officer Cadre Posting	OCP 1, OCP 2	501-750	C1, C2,
Pensions and Gratuity	PEN 1, PEN 2	751-1000	D1, D2
Training	TRG 1, TRG 2	1001-1250	E1, E2
Personal			

PER 1, PER 2 1251-1500 F1, F2

Each Section, Branch or Group starts its file numbering from No.1 prefixed by the group of letters representing the sectional name or by a letter of alphabet allocated to the section.

6.3.3 Handling of Files/Filing

Official files are expected to handle with care at all time. Storage facilities are to be provided by the designated offices for file keeping.

File storage facility includes: Book file system, metal file racks, wooden file racks, Drawer or Cabinet.

Book File System: This system usage should ensure the following advantages:

- (a) That documents are stored in suitable equipment.
- (b) That documents are so located that they are easily accessible for action.
- (c) That extraction and insertion of documents are possible
- (d) That the filing system is adaptable to changing needs.

Metal and wooden file rack also store documents in their shelves or cabinets or pigeon-holes for easy bring up (BU) of files when called up. Drawer or cabinet type of equipment for storing files maybe determined by the following factors:

- (i) The nature of the documents to be filed.
- (ii) The volume of documents, which will be filed.
- (iii) Hoe frequently stored files may be referred to again.
- (iv) The need for special protection against fire and theft.
- (v) Allowance for further expansion.



6.4 Summary

File is a collection of papers pertaining to a question, which is before the government for decision and action. It is the life wire of any organisation.

SELF-ASSESSMENT EXERCISE

1. What is filing system?
2. List five important of Files
3. What are the types of file classification you know?



6.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



1.6 Possible to Answers Self-Assessment Exercise

Answer to SAEs 1.

1. The book file system is the method of filing whereby letters and minutes are all enclosed on the left-hand side –face to cover in chronological order and are numbered in the same fashion as a book.

2. List five important of Files

- (i) File is the memory of an office and thus of an organization.
- (ii) File help to save times and ease information retrieval
- (iii) File aid speedy operations that are in terms of urgency.
- (iv) File takes custody of official documents in both formal and informal offices.
- (v) File could hold about 100 pages of A-4 credentials documents.

3. There are three (3) common ways of classifying files; namely:

- (i) Subject classification system
- (ii) Numerical classification system
- (iii) Alphabetical classification system

- i. **Subject Classification System:** Here, the first three of the Section, Branch, Division, Department or group heading is used as a prefix to the file number.
- ii. **Numerical Classification System:** In this case, a block of numbers is allocated to each Section, Branch or Group. If the block of number allocated are used up, then another unallocated block of numbers is allocated to such group. No Section, branch, division, department or group should use numbers belonging to another department, division. Branch or section.
- iii. **Alphabetical Classification System:** In terms of alphabetical classification system, every section, branch, division, department or group is allocated a letter of the alphabet which it uses as a prefix to the number, but which it uses as a prefix to the number.

Unit 7 Indexing and Records

Unit Structure

- 7.1 Introduction
- 7.2 Learning Outcomes
- 7.3 Indexing and Records
 - 7.3.1 Indexing and Record
 - 7.3.2 Types of Indexes and Record Keeping
 - 7.3.3 Essentials of Indexing and Record Keeping
- 7.4 Summary
- 7.5 References/Further Readings/Web Sources
- 7.6 Possible Answers to Self-Assessment Exercises



7.1 Introduction

In this unit, you will be exposed to index as an official tool of executing of government business in public offices.



7.2 Learning Outcomes

By the end of this unit, you should be able to:

- Understand what index means in public administration.
- Identify the types of indexes and their relevance in business of government



7.3 Indexing and Records

7.3.1 Indexing and Record

Index may be defined as an alphabetical list of subjects discussed in a book or file, showing the page or pages where each subject are dealt/treated with or mentioned. In government office, an index of files is a list of file titles or subjects, showing the numbers of files dealing with various subjects. Index makes files identification easy.

7.3.2 Types of Indexes

The five types of card index which are generally used in Government offices are the following:

- (i) The personal file index
- (ii) The subject file index
- (iii) The nominal index
- (iv) The numerical index
- (v) The transit or absent index file

(1) **The personal file index:** This is an index of the files of all officers employed in an office or entire service. Under this system, one card for one person, kept in strict alphabetical order in the rule. Each card shows the employee's name, his grade, department and file number. Additional information may be added if necessary. Hyphenated names in the index should be shown under the second part of the surname, e.g. "Z. S. Usman-Adamu" should be indexed under Adamu, Z. S. Usman.", and not Usman-Adamu, Z.S".

Where a name includes a title such as Alhaji, the title should be regarded as part of the officer's name for the purpose of indexing, e.g. Alhaji Audu Kano should be indexed as "Kano, Alhaji Audu".

(2) **Subject File Index:** This type of file index deals with all matters and subjects not relating to personal files. It is based on the principle of selecting from the title or subject, the key word and indexing the subjects under that key word, in alphabetical order. In addition, subsidiary cards, placed in their appropriate alphabetical order as across references, are inserted in the index for each secondary key word, e.g. a file entitled "Mental Condition of persons charged with Serious Crimes" may be indexed under "Mental" which is the key word in the subject: subsidiary cards could be placed under: persons and crimes.

(3) **Nominal Index:** A nominal index, which is subsidiary to personal and subject indexes, is a further aid to efficiency in locating files. A nominal index consists of cards, again in alphabetical order, for the names of persons, departments organisations, etc. that have connection with matters dealt with in the files indexed in either the personal or subject matter. For example, Messers, Ayo and Okeke write to protest against the harsh treatment which their clients, Mr. S.O. Smith, is receiving in prison while awaiting trial for attempted murder; they maintain that their client is of unsound mind and should therefore be

detained in hospital or be allowed to receive treatment for his condition while in prison.

This subject is dealt with in the file, "Mental Condition of Persons charged with Serious Crimes." At a later date they return to the charge and forward a medical report on their client's past history of lunacy. But unfortunately, they are vague in their reference to previous correspondence and it is not clear that their client is involved in a police case. In this case, it would be highly unlikely that the registry would be able to trace the papers. However, by inserting in the normal index (when the first correspondence was received) cards under "Ayo" and "Okeke" and "Smith, S.O" each bearing a reference to the file number, it would be possible for the registry to trace the file more quickly.

- (4) **Numerical Index:** The numerical index is a record in numerical order of all files opened in a file series. Each card bears the number and the subject of the file. When opening a new file, the numerical index must be consulted to find the next unallocated number in the series. Its primary Object is to determine the subject or title of a file referred to in correspondence by number only. Numerical indexes may be maintained in loose-leaf ledgers or bound-ledgers.
- (5) **Transit Index or absent index file:** This could be treated under the following headings: precedents and general indexes.

i. Precedents Index: It is essential for important decisions to be noted for use as precedents in similar cases, which may arise in future. For this purpose, a precedents index is made. The consulting of precedents is of great assistance in any government office and it is the duty of Schedule officers to draw the attention of Registry staff to any papers likely to be or value as precedents or containing rulings or decisions of general interest.

Schedule officers should also make their own records of precedents. For this purpose, alphabetically any divided address books are very suitable.

Precedents records should be maintained by every Registry on index cards which should be filed in alphabetical order of the subject matter of the "precedent to be record". The card should show the page number of a file containing a precedent.

ii. General Index: Successful indexing, whatever the form of index adopted, should be carefully thought out and intelligently applied. Searching for a reference in an index mainly calls for a good knowledge

of its method, it must not become a matter of memorising on the part of the indexer as this leads to little cross-referencing and makes the index unintelligible to a newcomer. When making entries in an index, the indexer must put himself in the place of someone who may be required to consult the index. He should use the most appropriate key word and as many secondary words as occur to him. The use of the words “General” Miscellaneous” and “Routine” should be avoided when giving a new file a title and when indexing.

Transit Recording (Movement Book)

Transit recording as a word, embraces all devices in the office which record movements of file thereby helping to ascertain the where about of files in the office. These devices are:

- (a) Transit index or absent file card
- (b) Charge slips or Transit book
- (c) Search or morning lists.

Table 3: Absent File Card (Transit Index)

GEN. 6 Subject File No.

To whom	Date	Initials

The absent file card occupies the same pocket or dip with the file and carries the same number and subject.

in order to keep an accurate record of the movement of files, cards bearing the numbers of files, their titles, columns for addressee, dates of dispatch and initial (of recorders) are maintained. These cards, known as Transit Cards, form the transit index.

Transit Card Systems

Cards for all files are kept in cabinet drawers and all files leaving the registry are passed through the Transit Clerk who withdraws the cards from his index and records thereon the file’s destination before sending the file on. On return of file to the registry, it passes through the hands of the Transit Clerk once more to cancel the last movement recorded and to insert the new one.

Each file has tagged behind the leaf enclosure in it, a transit card whenever the file is not in Circulation. When the file is withdrawn from the “put away” (P.A) rack to be sent out to the registry, the card is

dispatched from the file, the file movement is then recorded thereon, and the card placed in the index drawer. On return of the file for putting away, the card is removed from the index drawer and put again behind the last enclosure.

ii. Charge Slip

A charge slip helps Registry Staff to follow the movements of a file among Schedule Officers. Suppose a file XYZ is sent out of the Registry to Schedule Officers "A" this file will be entered against Mr. "A" in the Absent File Card in the Registry. If Mr. "A" minutes the file to Mr. "B" who, in turn sends the file to Mr. "C" Registry Staff will not be aware of the movement of file XYZ to Messer "E" and "c" unless duly completed Charge slips are sent to the Registry where the Absent File Card is brought up-to-date. In this example, a change slip from Mr. "A" advises the Registry that file XYZ has moved from Mr. "A" to Mr. "B". A second Charge slip is sent by Mr. "B" to the Registry is soon as he routs the same file to Mr. "C".

Where a file moves between the Registry and a Schedule Officers, who returns it to the Registry in due course, no charge slip is necessary.

In practice, secretary–typist or clerical officers, may determine Charge slips but it is the responsibility of the officer concerned to see that they are so maintained. Immediately a file is moves from the officer’s desk, the charge slip should he completed (not necessarily by filling all the writing spaces on each slip) and sent to the appropriate Registry. It is emphasized that charge slips should never be retained overnight before they are forwarded to the Registry. In the event of an officer dealing with files from more than one Registry, separate charge slips should be used for files from each Registry.

Upon receipt of Charge Slips, the Registry Transit Clerk must ensure that the details thereon, showing the latest movements of files are recorded on the relevant Absent File Cards. Thus, when a file is called for and it is not in the Registry, the Absent File or Transit Card should show the most recent movement of that file.

Table 4: CHARGE SLIPS; it is almost 7 inch long and 4 inch wide.

GEN. 7A

To.....
.....Registry

CHARGESLIP

Name of Officer:

Branch/Section:

File sent forward on.....
(Date)

<i>File Number</i>	<i>To who Sent</i>	<i>Time</i>



7.4 Summary

Index may be defined as an alphabetical list of subjects discussed in a book or file, showing the page or pages where each subject are dealt/treated with or mentioned. In government office, an index of files is a list of file titles or subjects, showing the numbers of files dealing with various subjects. Index makes files identification easy. While recording of files help tracking files on movement or transit.

SELF-ASSESSMENT EXERCISE

1. What is file index?
2. List the five types of file index you know.
3. List and briefly explain any three (3) types of file index you know.



7.5 References/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



7.6 Possible to Answers Self-Assessment Exercise

1. Index may be defined as an alphabetical list of subjects discussed in a book or file, showing the page or a list of file titles or subjects, showing the numbers of files dealing with various subjects. Index makes files identification easy.
2. The five types of card index which are generally used in Government offices are the following:
 - (i) The personal file index
 - (ii) The subject file index
 - (iii) The nominal index
 - (iv) The numerical index
 - (v) The transit or absent index file
3.
 - (i) The personal file index
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- (2) **Subject File Index:** This type of file index deals with all matters and subjects not relating to personal files. It is based on the principle of selecting from the title or subject, the key word and

indexing the subjects under that key word, in alphabetical order.

- (3) **Nominal Index:** A nominal index, which is subsidiary to personal and subject indexes, is a further aid to efficiency in locating files. A nominal index consists of cards, again in alphabetical order, for the names of persons, departments organisations, etc. that have connection with matters dealt with in the files indexed in either the personal or subject matter.
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 - i. **Precedents Index:** It is essential for important decisions to be noted for use as precedents in similar cases, which may arise in future. For this purpose, a precedents index is made.
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MODULE 3 GOVERNMENT PROTOCOL

Introduction

This module explains the guide to Administrative Procedure established by practice and precedent in the Government of the Federation, which are not necessary laid down by the Law, Public Service Rules or Financial Regulations. This module is made up of five units that will form the bases for further discussion on the background to Government Protocol in Civil Services as regarding to execution of Government business.

- Unit 1 Official Itinerary; Visitation, Security and Accommodations
- Unit 2 Safe Custody of Documents in the Office
- Unit 3 Safe Custody of Cash Impress in the Office
- Unit 4 Safe Keeping of Office Keys under ones Control

Unit 1 Official Itinerary; Visitation, Security and Accommodations

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 Official Itinerary; Visitation, Security and Accommodations
- 1.4 Summary
- 1.5 Reference/Further Readings/Web Sources
- 1.6 Possible Answers to Self-Assessment Exercises



1.1 Introduction

In this unit you will be introduced to official Itinerary of Government Officials in line with state visitation preparation, security and accommodations as regards to official tours of President or Governors as the case maybe.



1.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the major features of Government Protocol
- analyse reasons behind official protocol and official state visit of top government official visitation.
- understands the handling of Government impress during Official Tours.



1.3 Official Itinerary; Visitation, Security and Accommodations

Anytime the President or State Governors is to embark on State Tours, the staff are expected to make arrangement for the President visitation by the receiving state as well as the Presidential entourage before leaving for the Official tours or State Visit as fondly called.

1. Outline of Programme

Official Tours by His Excellency the President to States there is need to make adequate arrangement include notice should be given before a tour begins. The Principal Secretary to the President/Governor after consultation with the Secretary to the State Government produces and sends a programme in outline, which is open to any suggestions or amendments.

When His Excellency has approved the detailed programme for each place, the Principal Secretary to the President/Governor produces a final edition of the whole itinerary, which is circulated to everyone concerned in Federal or State Headquarters. The itinerary is usually an abridged version of the detailed programmes. Extra copies of the detailed programme should therefore be prepared for distribution to His Excellency's party on arrival.

2. Journey Timing

It is helpful if the times allowed for all journeys, even short ones, may be inserted in the programme, and the names of as many persons as possible whom His Excellency will meet are noted.

3. Farewell

Arrangement for meeting His Excellency and bidding farewell should also be noted in the programme. These vary according to local custom. But it is not necessary that a difficult and time-wasting journey should be made, provided that the meeting point, which may be the town boundary is laid down. A Police escort car and outriders should accompany the party. Where the tour covers more than a State, the journey time when His Excellency arrives and leaves one State for the other should be checked with person organising the programme in the other State.

4. Security

There is need for security arrangements both advance party, escort and tour guides. If a Guard of Honour is to be mounted for His Excellency (e.g. at an airport or at a meeting) this fact should be noted in the programme.

5. Accommodation

Proper and concrete arrangement should be placed for accommodating His Excellency if he is stay over a night. His Excellency will stay in the Governor's Lodge or any suitable accommodation arranged by the State Government.

The Official staff of His Excellency can be provided with suitable accommodation. It is usual for the *Aide-de-Camp* to be accommodated in the same house as His Excellency. It is helpful if the plans for accommodation are announced early.

It is appreciated if proper arrangements are made for His Excellency's personal servant and orderly to be provided with suitable accommodation near His Excellency. Suitable seats should be provided for His Excellency's official staff at all functions.

6. Entertainment

Here, a rough plan is usually included in the first outline itinerary. But advice about this is welcome especially about numbers of guest; numbers of drinks parties have to be kept within reasonable limits.

Guests' list should be sent to Abuja/State in advance for approval. Telegraphic approval will enable the Secretary to the State Government to issue the invitation cards, which would already have been sent. The *Aide-de-Camp* on arrival will prepare table plans and table cards. In this connection it is helpful if guests for meals are listed in order of seniority.

SELF-ASSESSMENT EXERCISE

1. What is Official Itinerary?
2. Outline the Features of arrangement that is expected to put in place before His Excellency Journey for Official Tours?



1.4 Summary

Anytime the President or State Governors is to embark on State Tours, the staff is expected to make arrangement for the His Excellency visitation by the receiving state as well as the Presidential entourage before leaving for the Official tours or State Visit such as Security, accommodations, entertainment, time, etc.



1.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

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1.6 Possible Answers to Self-Assessment Exercises

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Official Tours by His Excellency the President to States there is need to make adequate arrangement include notice should be given before a tour begins. The Principal Secretary to the President/Governor after consultation with the Secretary to the State Government produces and sends a programme in outline, which is open to any suggestions or amendments.

2. Journey Timing

It is helpful if the times allowed for all journeys, even short ones, may be inserted in the programme, and the names of as many persons as possible whom His Excellency will meet are noted.

3. Farewell

Arrangement for meeting His Excellency and bidding farewell should also be noted in the programme. These vary according to local custom.

4. Security

There is need for security arrangements both advance party, escort and tour guides. If a Guard of Honour is to be mounted for His Excellency (e.g. at an airport or at a meeting) this fact should be noted in the programme.

5. Accommodation

Proper and concrete arrangement should be placed for accommodating His Excellency and his staff if he is stay over a night. His Excellency will stay in the Governor's Lodge or any suitable accommodation arranged by the State Government.

6. Entertainment

Here, a rough plan is usually included in the first outline itinerary. But advice about this is welcome especially about numbers of guest; numbers of drinks parties have to be kept within reasonable limits.

Unit 2 Safe Custody of Documents in the Office

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Safe Custody of Documents in the Office
 - 2.3.1 Reasons of Safe Custody of Official Document
 - 2.3.2 Importance of safe custody of official documents in an office
- 2.4 Summary
- 2.5 Reference/Further Readings/Web Sources
- 2.6 Possible Answers to Self-Assessment Exercises



2.1 Introduction

In this unit you will be introduced to safe custody of documents in the Office. This is very important because every official document is expected to be kept in a safe and secured place in case of theft or fire.



2.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the main reasons for safe custody of official documents in an Office.
- analyse the importance of safe custody of official documents in an office.



2.3 Safe Custody of Documents in the Office

An official document is expected to be deposited in a safe place in the office. Documents are usually deposited in a cabinet that is usually fire and rust resistant. In a standard office, documents are to be deposited for safe custody and only delivered on the demand of the depositing officer and on the production of the receipt issued when deposit was made.

2.3.1 Reasons of Safe Custody of Official Document

- (1) Theft
- (2) Fire
- (3) Documents/Information Leakage etc.

(1) Theft

Official documents are usually kept in a safe place to order for such documents to stay out of reach for unwarranted persons, thieves, and unauthorised persons. Here it is nice to separate official documents from unauthorised persons include staffs. The greatest care must be exercised at all times in the care and safe custody of security documents and an officer having in his charge any of the documents must ensure that they are looked overnight in a safe, strong-room or security cabinet, according to their importance and that adequate measures are taken to safeguard them during the day.

(2) Fire

Adequate precautions must be taken to protect official documents from fire outbreak and security of document should be guaranteed. The unused or partly used forms in the following categories is to be well secured:

- (a) All receipts and licence books and fixed fee tickets, entertainment tax tickets;
 - Cheque Book
 - Local Purchase order books
 - Stores `Requisition books
- (b) Legal Documents:
 - Contracts, Agreement
 - Bonds
 - Insurance policies
 - Share Certificates, Debentures and similar Securities
 - Stamp duty etc. are to be secured.
- (3) Leakage of Official Document/information

Adequate precautions must be taken to protect the following security documents against access by unauthorised persons, and damage.

 - Cash book
 - Principal and other journals
 - Abstract of revenue and expenditure
 - Loans register
 - Investment registers
 - Records of advances and deposits
 - Paper money
 - Store ledgers
 - Pension registers
 - Used receipts and licence book

The best protection facility for these documents is a strong-room or safe. Where it is quite impossible to put them in one or the other the best possible alternative measures must be devised.

2.3.2 Importance of safe custody of official documents in an office

Security books and documents and other accounting records shall be retained for the following periods after use (in the case of books or registers the period counts from the date of the last entry made therein):

(a) Permanently:

- Warrants issued by the Minister of Finance
- Cash Books (other than Revenue Collectors)
- Personal Emoluments Record Sheets
- Pension Registers
- Loans Registers
- Investment Registers
- Register of safe and Keys
- Asset Register

(b) For Ten (10) Years:

- Electronic and file records of all procurement
- Proceedings made within each financial year from the date of award of each contract.

(c) For Seven (7) Years:

- Abstract of Revenue and Expenditure
- Revenue Collectors Cash Books
- Original payment Vouchers
- Paper Money Registers
- Stores Ledgers and Stock books

(d) For Two (2) Years

- Local Purchase Order Books/Job Orders
- Receipts Booklet
- Cheque book stubs until the audit by Auditor-General.

Officers having in their custody any of the documents specified in (b) and (c) above may destroy them at the end of the prescribed periods provided they have been audited by the Auditor-General.

SELF-ASSESSMENT EXERCISE

1. List periods that the following security books, documents and accounting records can be retained: Asset Register, local purchase order, original payment vouchers, loans registers, and paper money.

**2.4 Summary**

Adequate precautions must be taken to protect official documents in offices. At least safe custody from unauthorised persons, fire and theft. Often references are made to such documents, so it pays to secure documents in strong room or fireproof cabinets.

**2.5 Reference/Further Readings/Web Sources**

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

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2.6 Possible Answers to Self-Assessment Exercises

1. Permanently:

- Asset Register
- Loan Registers

Seven Years

- Original Payment Vouchers
- Paper Money Registers

Two years

- Local Purchase Orders

Unit 3 Safe Custody of Cash Impress in the Office

Unit Structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Safe Custody of Cash Impress in the Office
- 3.4 Summary
- 3.5 Reference/Further Readings/Web Sources
- 3.6 Possible Answers to Self-Assessment Exercise



3.1 Introduction

In this unit you will be introduced to safe custody of cash impress in the Office. This is important because unused cash in excess of daily requirements should be paid into the bank account immediately.



3.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the main reasons for safe custody of cash impress in an Office.
- analyse the importance of safe custody of cash impress in an office.



3.3 Safe Custody of Cash Impress in the Office

An unused cash excess daily requirement is to be paid into bank account immediately. While, an impress can be safe in cabinet for urgent usage. In all offices where cash beyond immediate requirements are maintained, there must be strong-room or reserve cash safe(s) for the custody of such cash and stocks, secured, if possible, by not less than two locks, the key to one being held by the cashier and the key to the other by a more senior officials than the cashier.

Where existing safes have only one lock, steps should be taken to provide for a second lock either by having locking bars fitted or the safe exchanged for one with double locks.

1. Custody of Cash in Transit

In cases where cash has to be transported from one place to another e.g cash collected by Revenue Collectors, cash for payments of salaries,

wages etc. the responsible for the cash must be provided with an approved cash tank or box, government vehicle and police escort.

2. Periodic Inspection of the Strong-room

Strong-rooms shall be examined periodically to ensure that no vents or openings exist through which any of the contents could be extracted either by hand or by other means. Currency notes should be kept in boxes with lids and not let loose on the shelves.

3. Responsibility of Custody of Public Money

It is the duty of the Accountant Officers to ensure that their departmental officers who are required to hold public moneys, stamps etc, are provided with proper safe custody facilities.

Where safes, strong-room, cash tanks and boxes are to be procured, their specification must first be obtained from the accountant-General before procurement.

SELF ASSESSMENT EXERCISE

1. Why is an Impress safe in an office?



3.4 Summary

An unused cash excess daily requirement is to be paid into bank account immediately. While, an impress can be safe in cabinet for urgent usage. In all offices where cash beyond immediate requirements are maintained, there must be strong-room or reserve cash safe(s) for the custody of such cash.



3.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Jide, O (2010) *Financial Regulations*. No. 72 Vol., 96, 2009 Edition. Panal Press, Panal House, Abuja.

Omale, I. (2011). *Principles and Practice of Personnel Management from Recruitment to Retirement*: Aboki Publishers, Makurdi, Benue State.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



3.6 Possible Answers to Self-Assessment Exercises

1. Impress is safe in cabinet within an office for urgent usage.

Unit 4 Safe Keeping of Office Keys under Ones Control

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Safe Keeping of Office Keys Under Ones Control
- 4.4 Summary
- 4.5 Reference/Further Readings/Web Sources
- 4.6 Possible Answers to Self-Assessment Exercises



4.1 Introduction

In this unit you will be introduced to Safe Keeping of Office Keys. An Accounting Officers shall issue instructions governing the security of keys to strong-rooms, safes or departmental cash tanks and boxes. The Accounting Officer shall keep all duplicate keys.



4.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the major reasons Safe Keeping of Office Keys under one's control.
- analyse the importance of safe keeping of office keys under one's custody.
- understands the handling of Office keys.



4.3 Safe Keeping of Office Keys Under Ones Control

Accounting Officers shall issue instructions governing the security of keys to strong rooms, safes or departmental cash tanks and boxes. The Accounting Officer shall keep all duplicated keys. A Register shall be maintained for all keys deposited and shall be checked periodically to ensure accuracy of entries.

By arrangement with the accountant-General, duplicate keys of strong-room or safes situated outside Abuja maybe deposited with the Federal Pay Office for custody. A receipt will be obtained and kept by the key holders. Regulations governing the safe custody of keys of strong-room and safe held at Overseas Offices are issued by the Ministry of Foreign Affairs.

1. Key Holders for Safes and Strong-room

Where a safe is contained in a strong room, one officer should not hold the keys of both strong-room and safe.

2. Duplicate Keys

The holders of original keys of safes, must verify the availability of the duplicate keys and if not available or untraceable, they must report to the Accounting Officer of their ministry or extra-ministerial office and other arms of government and request that the locks be altered and new keys provided.

3. Responsibility for Custody of Original Keys

Officers holding the keys of strong-room, safes, cash tanks or cash boxes are personally responsible for their safe custody and collectively responsible for the contents. Except when officially handed over to another officer, keys must not leave their personal possession. This precaution is not to prevent their being stolen also to safeguard them from being copied or duplicated.

4. Loss Keys: Action Required

The loss of the keys of any strong-room, safe, cash tanks or boxes must be reported immediately to the Accounting Officer, giving a full explanation of the loss, with a copy to the officer holding the duplicate key and a copy to the head of the key holder's department. The other key holders, if any, must be informed immediately, and a tape should at once be sealed across the door of the safe, the time of doing so being carefully noted. If the safe contains cash, stamps, securities, receipt or licence books, a police guard must be placed over the safe or strong-room until it has been opened and the contents removed. The duplicate keys shall be obtained only to open the safe for the verification and removal of the contents. The safe may not thereafter be used until new locks are provided.

5. Responsibility for Loss of Keys

The officer responsible for loss of key to a Government safe, is liable to be called upon to meet the cost of altering the lock and the provision of new keys, if found negligent.

6. Suspected interference with Keys and Locks

In the event of a key holder having any suspicion that the keys or locks of a strong-room or safes in his charge have been interfered with, he must remove the contents to another safe, report the circumstances and ask that immediate steps be taken to have the locks altered and new keys provided. Other, key holders, if any, must be notified immediately.

7. Alterations to Locks

Alterations to locks of safe and the provisions of the new keys must be made by the Accounting-Officer under security conditions.

8. Transfer of Safes

Any transfers of safes between stations, or from one department to another must be notified at once to the accountant-General. The duplicate key holders must likewise be informed to enable them forward their keys under confidential cover to another officer for safe custody if necessary.

9. Temporary Transfer of Key

When an officer holding a key of a strong-room or reserve cash safe is temporary absent, the key in his charge should be handed over to the officer next in rank, against the signature in the departmental key register. In no circumstance may one officer hold all the keys.

10. Opening of Strong Room: Key Holders to be Present

No strong-room or safe may be opened by a person in other than the authorised key holders, who must remain present while the strong-room of safe is open. Where there are two or more key holders, all must remain present.

SELF ASSESSMENT EXERCISE

1. Illustrate the responsibility of the Custodian of the Original Key



4.4 Summary

Accounting Officers shall issue instructions governing the security of keys to strong rooms, safes or departmental cash tanks and boxes. The Accounting Officer shall keep all duplicated keys. A Register shall be maintained for all keys deposited and shall be checked periodically to ensure accuracy of entries.



4.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



4.6 Possible Answers to Self-Assessment Exercises

1. Responsibility for Custody of Original Keys

Officers holding the keys of strong-room, safes, cash tanks or cash boxes are personally responsible for their safe custody and collectively responsible for the contents. Except when officially handed over to another officer, keys must not leave their personal possession. This precaution is not to prevent their being stolen also to safeguard them from being copied or duplicated.

MODULE 4 GOVERNMENT FINANCIAL INSTRUCTIONS

- Unit 1 Government Financial Instructions: Federal and State Levels
- Unit 2 Government Financial Regulations: Federal and State Levels
- Unit 3 Due Process
- Unit 4 Procurement

Unit 1 Government Financial Instructions: Federal and State Levels

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 Government Financial Instructions: Federal and State Levels
 - 1.3.1 Principal Financial Instructions
- 1.4 Summary
- 1.5 Reference/Further Readings/Web Sources
- 1.6 Possible Answers to Self-Assessment Exercises



1.1 Introduction

In this module you will be introduced to Government Financial Instructions that is regulated laws of the Federation enacted by the National Assembly. These include the Finance (Control and Management) Act, CAP 144 Laws of the Federation of Nigeria, 1990, the Annual Appropriation Act and Supplementary Appropriation Act and Revenue Mobilisation and Fiscal Allocation Commission Act, 2004, Cap 16 Laws of the Federation of Nigeria, 1990.



1.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the major Government Financial Instructions.
- analyse reasons behind introduction of Government Financial Instructions.
- outlined Government Financial Instructions as regards to Federal and State Government.



1.3 Government Financial Instructions: Federal and State Levels

Government Financial Instructions are the formal ways or directive established the Government of the Federation on how government business should be done. Financial instructions are legal instruments that empower and guide all public officers in carrying out government financial transactions.

Financial transactions include the procurement, custody and accounting for government revenue; the procurement, custody and utilization of government stores and assets, and the disbursement of funds from the major government funds i.e the Consolidated Revenue Fund (CRF), Development Fund and the Contingencies Fund.

1.3.1 Principal Financial Instructions

- (i) The 1999 Constitution of the Federal Republic of Nigeria.
- (ii) Financial Regulations Act, 2009
- (iii) Public Procurement Act, 2007
- (iv) Revenue Mobilisation and Fiscal Allocation Commission Act, 2004
- (v) Finance (Control and Management) Act, 2004
- (vi) Allocation of Revenue (Federation Account, etc) Act, 2004
- (vii) Fiscal Responsibility Act etc.

The 1999 Constitution of the Federal Republic of Nigeria

The 1999 Constitution of the Federal Republic of Nigeria makes ample provisions for government financial business. The payment of revenue into the Federation Account and the Consolidated Revenue Fund, the authorisation of allocation of revenue from federation account, the disbursement of funds from consolidated revenue fund, the development fund and contingencies fund, the audit of public accounts and other financial matters are regulated by the relevant sections of the Constitution.

Financial Regulations Act, 2009

The Minister of Finance shall issue from time-to-time financial regulations, which shall be in accordance with existing laws and policies of government. The Financial Regulations so issued shall generally apply to the Federal Public Service which terms means ministries, extra-ministerial offices and other arms of government.

Public Procurement Act, 2007

The Procurement Act, 2007 is responsible for the monitoring and oversight of public procurement, harmonising the existing government policies and practices by regulating, setting standards and developing the legal framework and professional capacity for Public Procurement in Nigeria; and for Related Matters.

Revenue Mobilisation and Fiscal Allocation Commission Act, 2004

The Revenue Mobilisation and Fiscal Allocation Commission Act was established with the functions, amongst others, of monitoring the accruals to and disbursement of revenue from the Federal Account and reviewing from time to time, the revenue allocation formulae to ensure conformity with changing realities.

Finance (Control and Management) Act, 2004

An Act to provide for the control and management of the public finances of the Federation and other related matters.

Allocation of Revenue (Federation Account, etc) Act, 2004

Allocation of Revenue (federation Account, etc) Act prescribe the basis for distribution of revenue accruing to the Federation Account between the Federal and State Governments and the Local Government Councils in the State; the formula for distribution amongst the States inter se; the proportion of the total revenue of each State to be contributed to the State Joint Local Government Account; and for other purposes connected therein.

Fiscal Responsibility Act, 2007

The Fiscal Responsibility Act, 2007 to provide for prudent management of the Nation's Resources, ensure Long-Term Macro-Economic stability of the National Economy, secure greater accountability and transparency in Fiscal operations within a Medium-Term Fiscal Policy Framework, and the establishment of the Fiscal Responsibility Commission to ensure the promotion and enforcement of the Nation's Economic objectives; and for related matters.

SELF-ASSESSMENT EXERCISE**1. List the Principal sources of financial instructions you know****1.4 Summary**

Accounting Officers shall issue instructions governing the security of keys to strong rooms, safes or departmental cash tanks and boxes. The Accounting Officer shall keep all duplicated keys. A Register shall be

maintained for all keys deposited and shall be checked periodically to ensure accuracy of entries.



1.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Jide, O (2010) *Financial Regulations*. No. 72 Vol., 96, 2009 Edition. Panal Press, Panal House, Abuja.

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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



1.6 Possible Answers to Self-Assessment Exercises

1.
 - (i) The 1999 Constitution of the Federal Republic of Nigeria.
 - (ii) Financial Regulations Act, 2009
 - (iii) Public Procurement Act, 2007
 - (iv) Revenue Mobilisation and Fiscal Allocation Commission Act, 2004
 - (v) Finance (Control and Management) Act, 2004
 - (vi) Allocation of Revenue (Federation Account, etc) Act, 2004
 - (vii) Fiscal Responsibility Act etc.

Unit 2 Government Financial Regulations: Federal and State Levels

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Government Financial Regulations: Federal and State Levels
- 2.4 Summary
- 2.5 Reference/Further Readings/Web Sources
- 2.6 Possible Answers to Self-Assessment Exercises



2.1 Introduction

In this unit you will be introduced to Financial Regulations that is enacted by the National Assembly. Others include the Finance (Control and Management) Act, CAP 144 Laws of the Federation of Nigeria, 1990, the Annual Appropriation Act and Supplementary Appropriation Act and Revenue Mobilisation and Fiscal Allocation Commission Act, 2004, Cap 16 Laws of the Federation of Nigeria, 1990.



2.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the Government Financial Regulations.
- analyse reasons behind introduction of Government Financial Regulations.
- outlined Government Financial Regulations as regards to Federal and State Government.



2.3 Government Financial Regulations: Federal and State Levels

Financial regulations are concerned with ensuring that every sector operates based on the requisite rule and regulations that would guarantee probity and transparency in the management of public funds and resources of government that are put in place. Furthermore, financial regulations help in the coordination of government business and deals directly with government finance and accounting procedures and the general philosophy of management of government business are designed to promote honesty and transparency.

The President of the Federal Republic of `Nigeria has assigned to the Minister of Finance the responsibility for all financial business of the government of the Federation. Warrants issued by the Minister to the Accountant-General of the Federation from time to time authorising the accountant-General of the Federation to disburse funds from the Consolidated Revenue Fund and Development Fund as appropriated by the National Assembly are instruments through which he exercises control over the utilisation of public moneys. In other words, no payments shall be made except on the authority of a warrant duly issued and signed by the Minister.

1. The Minister of Finance

The Minister of Finance issue from time-to-time financial regulations, which shall be in accordance with existing laws and policies of government. The financial regulations so issued shall generally apply to the Federal Public Service which terms means ministries, extra-ministerial offices and other arms of government.

2. The accountant-General of the Federation

The accountant-General of the Federation is the Head of the Federal Government Accounting Services and the Treasury. He has the responsibility for providing adequate accounting systems and controls in the ministries, extra-ministerial offices and other arms of Government.

3. Auditor-General of the Federation

The Officer responsible under the Constitution of the Federation for audit and report on the public accounts of the Federation including all persons and bodies established by law entrusted with the collection, receipt, custody, issue, sale, transfer or delivery of any stamps, securities, stores or other property of the government of the Federation is the Auditor-General for the Federation.

The Auditor-General shall examine and ascertain in such manner as he may deem fit the accounts relating to public funds and property and shall ascertain whether in his opinion:

- The accounts have been properly kept.
- All public monies have been fully accounted for, and the rule and regulations applied are sufficient to secure an effective check on the assessment, collection and proper allocation of revenue.
- Monies have been expended for the purposes for which they were appropriated and the expenditure have been made as authorized and
- Essential records are maintained and the rules and procedures applied are sufficient to safeguard and control property and funds.

4. Accounting Officer

The term “Accounting Officer” means the Permanent Secretary of a Ministry or the Head of extra-ministerial office and other arms of government who is in full control of, and is responsible for human, material and financial resources, which are critical inputs in the management of an organisation.

The Accounting Officer shall:

- (a) Be responsible for safeguarding of public funds and the regularity and propriety of expenditure under his control.
- (b) Observe and comply fully the checks and balances spelt out in the existing Financial Regulations which govern receipts and disbursement of Public Funds and other assets entrusted to his care and shall be liable for any breach and,
- (c) Note that his accountability does not cease by virtue of his leaving office and that he may be called upon at any time to account for his tenure as Accounting Officer.

5. Head of Finance and Account

The Head of Finance and Accounts of a ministry/extra-ministerial office and other arms of government shall perform the following duties, amongst others:

- (a) Ensuring Code by all staff under his control and supervision.
- (b) Ensuring adequate supervision of the disbursement of funds and proper monitoring and accounting for revenue.
- (c) Advising the Accounting Officer on all financial matters as well as the more technical provisions of Financial Regulation. And other Treasury and Finance Circulars.
- (d) Maintaining proper accounting records such as books of accounts, main and subsidiary ledgers.
- (e) Ensuring prompt rendition of all returns.
- (f) Compiling and defending of the budget proposals and ensuring effective budgeting control by matching/ comparing budgeted figures with actual expenditure or revenue as the case maybe and advise the Accounting Officer appropriately.
- (g) Ensuring that all staff under his control are expected to regular training programmes to prepare them for the efficient performance of their duties.
- (h) Liaising with the Accountant-General from time to time when in doubt in the interpretation of the provisions of the Financial Regulation and other Treasury Circulars or when confronted with difficulties in the performance of his duties.
- (i) Ensuring the existence of an effective Audit Query unit/section to promptly deal with all queries from Internal Audit Unit, Inspectorate Department, Office of the Accountant-General, Office of the Auditor-General and Public Accounts Committee.

6. Sub-Accounting Officer

The term “Sub-Accounting Officer” means an officer who is entrusted with the receipt, custody and disbursement of public money and who is required to keep one of the recognised Cash Book together with such other books of account as maybe prescribed by the Accountant General, the transactions in respect of which are subsequently embodied in the final accounts rendered by the accountant-General.

The term “Sub-Accounting Officer” which applies to the Director of Finance and Accounts or Head of Accounts includes the Sub-Treasurer of the Federation, the Federal Pay Officer, the Policy Pay Office, the Customs Area Pay Officer and Pensions Pay Officer.

7. Political Heads of Ministry

The Political Head of a Ministry shall be the Minister while that of a parastatal, extra-ministerial office and other arms of government shall be Chairman of the parastatal or extra-ministerial office and other agencies of government or as defines in the extant laws that govern their operations.

- (a) Any directive to the Accounting Officer by a Political Head having financial implication on the ministry, agency or parastatal shall be in Writing.
- (b) Should the implementation of a directive from a Political Head result in an unauthorized expenditure, and/ or contravene extant rules and regulations, the accounting officer shall be responsible for such an unauthorized expenditure unless a report had been made by the Accounting Officer to the Head of Service, in the case of ministries/extra-ministerial offices or to the minister in the case of Parastatals.

SELF ASSESSMENT EXERCISE

1. What are the responsibilities of accounting officer in Ministry?



2.4 Summary

Financial regulations are all about ensuring financial operation of Ministry/extra-ministerial offices are based on the requisite rule and regulations that would guarantee probity and transparency in the management of public funds and resources of government that are put in place.



2.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Jide, O (2010) *Financial Regulations*. No. 72 Vol., 96, 2009 Edition. Panal Press, Panal House, Abuja.

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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



2.6 Possible Answers to Self-Assessment Exercises

Accounting Officer

The term “accounting Officer” means the Permanent Secretary of a Ministry or the Head of extra-ministerial office and other arms of government who is in full control of, and is responsible for human, material and financial resources which are critical inputs in the management of an organisation.

The Accounting Officer shall:

- (a) Be responsible for safeguarding of public funds and the regularity and propriety of expenditure under his control.
- (b) Observe and comply fully the checks and balances spelt out in the existing Financial Regulations which govern receipts and disbursement of Public Funds and other assets entrusted to his care and shall be liable for any breach and,
- (c) Note that his accountability does not cease by virtue of his leaving office and that he may be called upon at any time to account for his tenure as Accounting Officer.

MODULE 5 DISCIPLINE AND INDISCIPLINE

Introduction

This module explains the major components of discipline and indiscipline and their consequences in civil services of the federation in line with public administration as a tool used in the Seminar of public administration. Students of public administration are opened to wide knowledge of civil practices, procedures and guide that managed government business at every level of civil services.

This module is made up of five units that will form the bases for further discussion on the background to discipline and indiscipline in Civil Services as regarding to execution of Government business.

Unit 1	General Inefficiency
Unit 2	Serious/Gross Misconduct
Unit 3	Financial Embarrassment
Unit 4	Conduct Prejudicial to the Security of the Nation

Unit 1 General Inefficiency

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 General Inefficiency
 - 1.3.1 Major Features of General Inefficiency
- 1.4 Summary
- 1.5 Reference/Further Readings/Web Sources
- 1.6 Possible Answers to Self-Assessment Exercises



1.1 Introduction

In this unit you will be introduced to General inefficiency as a series of omission or incompetence to the cumulative effect of which shows that the officer is not capable of discharging efficiently the duties of the office, he/she holds. It is duty of every officer to acquaint himself/herself with the disciplinary rules and any other regulations in force.



1.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the major features of general inefficiency
- analyse reasons behind officers leaving office due to general inefficiency
- explain reasons for general inefficiency



1.3 General Inefficiency

General inefficiency consists of a series of omission or incompetence the cumulative effect that shows that the officer is not capable of discharging efficiently the duties of the office he/she holds.

It shall be the duty of every superior officer, as soon as he/she observes any fault or shortcoming in the work of an officer subordinate to him/her to bring it to the officer's notice and to record that such has been done, with a view to improving the officer's usefulness and efficiency in the service.

1.3.1 Major Features of General Inefficiency

- (i) Warning i.e. three (3) warning in written.
 - (ii) Temporary appointment that could not perform his/her duties efficiently.
 - (iii) Defects, and notice of termination.
 - (iv) Leaving the service.
- (i) **Written Warning:** Before the proceedings for the removal of an officer for general inefficiency may be commenced, he/she must have been warned on three occasions in writing.
 - (ii) **Temporary Appointment:** Before an Officer temporary appointment is terminated from service due to inefficiency, such officer shall be warned of his/her shortcoming and given opportunity to improve or to offer a satisfactory explanation of his/her failure to perform his duties efficiently.
 - (iii) **Defects and Notice of Termination:** On deciding to grant an increment to an officer despite to some defects in the service of an officer, the office should bring the defect to the notice of the officer be serving him/her terminating his /her appointment.

- (iv) **Leaving the Service:** In all cases of termination for inefficiency, notice of termination must be given. The period of notice is one calendar month unless other period is appropriate in the light of a particular officer's term of service. If it is decided that the officer leave the service immediately, he/she will be paid emolument.

SELF ASSESSMENT EXERCISE

1. What is General inefficiency?
2. List the Features of General inefficiency?



1.4 Summary

General inefficiency consists of a series of omission or incompetence the cumulative effect that shows that the officer is not capable of discharging efficiency the duties of the office he/she holds. It shall be the duty of every superior officer, as soon as he/she observes any fault or shortcoming in the work of an officer subordinate to him/her to bring it to the officer's notice and to record that such has been done, with a view to improving the officer's usefulness and efficiency in the service.



1.5 Reference/Further Readings/Web Sources

- Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.
- Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.
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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



1.6 Possible Answers to Self-Assessment Exercises

1. General inefficiency consists of a series of omission or incompetence the cumulative effect that shows that the officer is not capable of discharging efficiency the duties of the office he/she holds.

2. Major Features of General Inefficiency

1. Written Warning
2. Leaving the service.
3. Defects, and notice of termination.
4. Temporary appointment that could not perform his/her duties efficiently.

Unit 2 Serious/Gross Misconduct

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Serious/ Gross Misconduct
 - 2.3.1 Types of Serious/Gross Misconducts
 - 2.3.2 Similarities between Misconduct and Serious Misconduct
 - 2.3.3 Differences between Misconduct and Serious Misconduct
 - 2.3.4 Consequences of Serious/Gross Misconduct
- 2.4 Summary
- 2.5 Reference/Further Readings/Web Sources
- 2.6 Possible Answers to Self-Assessment Exercises



2.1 Introduction

In this unit you will be introduced to Serious/Gross Misconduct as a specific act of very serious wrong-doing or improper behaviour which is inimical to the image of the service and can be investigated and if proven, may lead to dismissal.



2.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss Serious Misconduct in civil service.
- analyse the types of Serious Misconduct in Civil Service.
- differentiate between Misconduct and Serious Misconduct in civil services.
- explain the consequences of Serious Misconduct in Civil Service.



2.3 Serious/ Gross Misconduct

Serious/Gross Misconduct can be defined as a specific act of very serious wrong-doing or improper behaviour which is inimical to the image of the service and can be investigated and if proven, may lead to dismissal.

2.3.1 Types of Serious/Gross Misconducts

- (a) Falsification of records
- (b) Suppression of records
- (c) Withholding of files
- (d) Conviction on a criminal charge
- (e) Absence from duty without leave
- (f) False claims against Government Officials
- (g) Engaging in partisan political activities
- (h) Bankruptcy / serious financial embarrassment
- (i) Unauthorized disclosure of official information
- (j) Bribery
- (k) Corruption
- (l) Embezzlement
- (m) Misappropriation
- (n) Violation of Oath of Secrecy
- (o) Action prejudicial to the security of the State
- (p) Advance Fee Fraud (Criminal code 419)
- (q) Holding more than one full-time paid job
- (r) Nepotism or any other form of preferential treatment
- (s) Divided loyalty
- (t) Sabotage
- (u) Willful damage to public property
- (v) Sexual harassment and
- (w) Any other act unbecoming of a Public Officer.

2.3.2 Similarities between Misconduct and Serious Misconduct

Misconduct	Serious Misconduct
1. Written Warning 2. Leaving the service. 3. Defects, and notice of termination. 4. Faces disciplinary procedure 5. Termination of Temporary appointment.	1. Witten Warning 2. Leaving the Service 3. No Defects and Notice of Dismissal 4. Faces disciplinary procedure

2.3.3 Differences between Misconduct and Serious Misconduct

Misconduct	Serious Misconduct
1. Written Warning/Query 2. Defects, and notice of termination 3. Retirement from Service	1. Query 2.No Defects and Notice of Dismissal 3. Dismissal from service

4. Termination with benefits i.e Pension	4. Dismissal without benefits i.e Pension
--	---

2.3.4 Consequences of Serious/Gross Misconduct

- (i) Investigation and proof.
- (ii) Issuance of written Query.
- (iii) Suspension,
- (iv) Interdiction or otherwise.
- (v) Dismissal from Service without financial benefits.

SELF-ASSESSMENT EXERCISE

1. What is Serious Misconduct?
2. List ten (10) types of Serious Misconduct you know in civil services.
3. State four (4) differences between Serious Misconduct and Misconduct
4. List three (3) consequences of Serious Misconduct.



2.4 Summary

Serious Misconduct is a specific act of very serious wrongdoing and improper behaviour that is inimical to the image of the service and which can be investigated and if proven, may lead to dismissal.



2.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



2.6 Possible Answers to Self-Assessment Exercises

1. Serious/ Gross Misconduct

Serious/Gross Misconduct can be defined as a specific act of very serious wrongdoing or improper behaviour, which is inimical to the image of the service and can be investigated and if proven, may lead to dismissal.

2. Types of Serious/Gross Misconducts

1. Falsification of records
 - 1 Suppression of records
 - 2 Withholding of files
 - 3 Conviction on a criminal charge
 - 4 Absence from duty without leave
 - 5 False claims against Government Officials
 - 6 Engaging in partisan political activities
 - 7 Bankruptcy / serious financial embarrassment
 - 8 Unauthorized disclosure of official information
 - 9 Bribery
 - 10 Corruption
 - 11 Embezzlement
 - 12 Misappropriation
 - 13 Violation of Oath of Secrecy
 - 14 Action prejudicial to the security of the State
 - 15 Advance Fee Fraud (Criminal code 419)
 - 16 Holding more than one full-time paid job
 - 17 Nepotism or any other form of preferential treatment
 - 18 Divided loyalty
 - 19 Sabotage
 - 20 Willful damage to public property
 - 21 Sexual harassment and
 - 22 Any other act unbecoming of a Public Officer.

3. Differences between Misconduct and Serious Misconduct

Misconduct	Serious Misconduct
1 Written Warning/Query	1. Query
2 Defects, and notice of termination	2. No Defects and Notice of Dismissal
3 Retirement from Service	3. Dismissal from service
4 Termination with benefits i.e. Pension	4. Dismissal without benefits i.e. Pension

4. Consequences of Serious/Gross Misconduct

- 1 Investigation and proof.
- 2 Issuance of written Query.
- 3 Suspension.
- 4 Interdiction or otherwise.
- 5 Dismissal from Service without financial benefit.

Unit 3 Financial Embarrassment

Unit Structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Financial Embarrassment
 - 3.3.1 Conditions/Factors for Financial Embarrassment
 - 3.3.2 Consequences of Financial Embarrassment
- 3.4 Summary
- 3.5 Reference/Further Readings/Web Sources
- 3.6 Possible Answers to Self-Assessment Exercises (SAEs)



3.1 Introduction

In this unit you will be introduced to Financial Embarrassment means the state of an officer's indebtedness which regard to the number of debts incurred by him/her, has actually incurred by him/her, has actually caused serious financial to him, and, without prejudice to the general meaning of the said expression, an officer shall be deemed to be in serious financial embarrassment.



3.2 Learning Outcomes

By the end of this unit, you will be able to:

1. discuss Financial Embarrassment in civil service.
2. analyse conditions of Financial Embarrassment in Civil Service.
3. explain the consequences of Financial Embarrassment in Civil Service.



3.3 Financial Embarrassment

Financial Embarrassment means the state of an officer's indebtedness which regard to the number of debts incurred by him, has actually incurred by him, has actually caused serious financial to him, and, without prejudice to the general meaning of the said expression, an officer shall be deemed to be in serious financial embarrassment.

3.3.1 Conditions/Factors for Financial Embarrassment

- (1) If the aggregate of an Officer unsecured debts and liabilities at any given time exceed the Sum of three (3) times of his/her monthly salary. He/she is financially embarrassed.
- (2) Where an Officer is adjudged debtor, for as long as the judgement debt remains unsettled. He/she is financially embarrassed.
- (3) Where an Officer is adjudged bankrupt or insolvent wage earner, for as long as he remains an undischarged bankrupt or as the case may be for long as any judgement against him in favour of the official Assignee remains unsatisfied. The officer is financially embarrassed.

3.3.2 Consequences of Financial Embarrassment

- (1) Serious financial embarrassment, impaired efficiency of an officer and rendering him, liable to disciplinary action.
- (2) Serious financial embarrassment caused by imprudence or other reprehensible factors; the officer will be considered for immediate dismissal.
- (3) Serious financial embarrassment will lead to disqualification of an Officer from promotion.
- (4) Serious financial embarrassment can deny an Officer from acting in higher appointment.

SELF-ASSESSMENT EXERCISE

- | |
|--|
| <ol style="list-style-type: none">1. What is Financial Embarrassment?2. What are the conditions for Financial Embarrassment?3. What are the Consequences of Financial Embarrassment? |
|--|



3.4 Summary

Financial Embarrassment means the state of an officer's indebtedness which regard to the number of debts incurred by him, has actually incurred by him, has actually caused serious financial to him, and, without prejudice to the general meaning of the said expression, an officer shall be deemed to be in serious financial embarrassment with a gross punishment of dismissal from service.



3.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

Federal Republic of Nigeria (2014). *Pension Reform Act*. Printed and Published by the Federal Government Printer, Abuja.

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Federal Republic of Nigeria (2004)) *Guidelines for Appointments, Promotion and Discipline*. The Federal Civil Service Commission, Abuja.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



3.6 Possible Answers to Self-Assessment Exercises

1. Financial Embarrassment

Financial Embarrassment means the state of an officer's indebtedness which regard to the number of debts incurred by him, has actually incurred by him, has actually caused serious financial to him, and, without prejudice to the general meaning of the said expression, an officer shall be deemed to be in serious financial embarrassment.

2. Conditions/Factors for Financial Embarrassment

- If the aggregate of an Officer unsecured debts and liabilities at any given time exceed the Sum of three (3) times of his/her monthly salary. He/she is financially embarrassed.
- Where an Officer is adjudged debtor, for as long as the judgement debt remains unsettled. He/she is financially embarrassed.
- Where an Officer is adjudged bankrupt or insolvent wage earner, for as long as he remains an undischarged bankrupt or as the case may be for long as any judgement against him in favour of the official Assignee remains unsatisfied. The officer is financially embarrassed.

3. Consequences of Financial Embarrassment

- Serious financial embarrassment, impaired efficiency of an officer and rendering him, liable to disciplinary action.
- Serious financial embarrassment caused by imprudence or other reprehensible factors; the officer will be considered for immediate dismissal.
- Serious financial embarrassment will lead to disqualification of an Officer from promotion.
- Serious financial embarrassment can deny an Officer from acting in higher appointment.

Unit 4 **Conduct Prejudicial to the Security of the Nation**

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Conduct Prejudicial to the Security of the State
 - 4.3.1 Consequences for Conduct Prejudicial to the Security of the State
- 4.4 Summary
- 4.5 Reference/Further Readings/Web Sources
- 4.6 Possible Answers to Self-Assessment Exercises



4.1 Introduction

In this unit you will be introduced to conducts that are prejudicial to the security of the state.



4.2 Learning Outcomes

By the end of this unit, you will be able to:

- 1 discuss conducts that are prejudicial to the security of the state under Public Administration.
- 2 analyse consequences for Conduct prejudicial to the security of the state.



4.3 Conduct Prejudicial to the Security of the State

When an officer engaged in an unwanted behaviour against the law of the land that is harmful or injurious to the security of the state and established by a Committee comprising members from the Federal Ministry of Justice, Office of Establishments and Pension is satisfied that an officer has committed a Misconduct involving the security of the state, the officer subjected to Normal Disciplinary Procedure provided that the punishment for such misconduct shall be aggravated.

4.3.1 Consequences for Conduct Prejudicial to the Security of the State

An Officer, who committed a Misconduct involving the security of the state, is subjected to Normal Disciplinary Procedure provided that the punishment for such Misconduct shall be aggravated.

SELF ASSESSMENT EXERCISE

1. What is consequence of conduct prejudicial to the security of the State?



4.4 Summary

Any conduct or behaviour that is harmful to the security of the state is considered as misconduct and subjected to normal disciplinary procedure.



4.5 Reference/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

Federal Republic of Nigeria (2014). *Pension Reform Act*. Printed and Published by the Federal Government Printer, Abuja.

Federal Republic of Nigeria (1997) *Civil Service Handbook*. Produced by the Presidency, Office of Establishments and Management Services, Abuja. Printed by Federal Government Press, Mobil Road, Apapa, Lagos.

Federal Republic of Nigeria (2004)) *Guidelines for Appointments, Promotion and Discipline*. The Federal Civil Service Commission, Abuja.

Omale, I. (2011). *Principles and Practice of Personnel Management from Recruitment to Retirement*: Aboki Publishers, Makurdi, Benue State.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



4.6 Possible Answers to Self-Assessment Exercises

1. An Officer, who committed a Misconduct involving the security of the state, is subjected to Normal Disciplinary Procedure provided that the punishment for such Misconduct shall be aggravated.

MODULE 6 ANNUAL PERFORMANCE EVALUATION REPORT (APER)

Introduction

This module explains the major components of Annual Performance Evaluation Report as it provides a full record of the work, conduct and capabilities on which to judge the suitability for promotion of such officers to be rendered by his/her immediate superior officer. The annual performance evaluation report avails the officer the opportunity to be selected for promotion to the next rank. This module consists of five (5) units namely:

- Unit 1 Guidelines on Performance Reporting
- Unit 2 Report on Seconded Officers
- Unit 3 Progress Report
- Unit 4 Performance Report on Senior Officers
- Unit 5 Performance Report on Junior Officers

Unit 1 Guidelines on Performance Reporting

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 Annual Performance Evaluation Report
 - 1.3.1 General Guidelines on Performance Report
 - 1.3.2 Objectives of Performance Report
- 1.4 Self-Assessment Exercise
- 1.5 Summary
- 1.6 References/Further Reading/Web Sources



1.1 Introduction

In this unit, you will be guided through all that is required in performance reporting as regard to officer in civil services. Here, a reporting officer must not only be at least one substantive grade above the officer being reported on, but also be the immediate Superior Officer under whom the officer being reported on directly works.



1.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the major components of Annual Performance Evaluation Report.
- analyze the features of Performance report by superior officers.
- explain the important of Annual Performance Evaluation Report.



1.3 Annual Performance Evaluation Report

1.3.1 General Guidelines on Performance Report

A reporting officer must not only be at least one substantive grade above the officer being reported on, but also be the immediate Superior Officer under whom the officer being reported on directly works. Where an officer has served in more than one Department before his report is rendered, the reporting officer shall be the immediate superior officer under whom he worked for the substantial part of the normal period a report cover. It is necessary that a countersigning officer should assess every report judiciary before countersigning.

1.3.2 Objectives of Performance Report

- (i) **Reports to be full and candid:** Performance report is essential for the general efficiency of the service of the officers to be detailed and candid.
- (ii) **Communication of reports to Officers:** Substance of adverse comment on an Officer's work should be conveyed to him/her in writing.
- (iii) **Progress reports on Officers:** Progress reports are meant to provide in respect of officers on probation or initial contract, a full record of each officer's work, conduct and capabilities on which to judge his/her suitability for confirmation or re-engagement and to ensure that in cases where an officer's suitability for continued employment is in doubt he is given timely warning of his faults and reasonable opportunity to correct them.

SELF-ASSESSMENT EXERCISE

1. What are the objectives of Annual Performance Report Evaluation?



1.4 Summary

The Annual Performance Evaluation Report the detailed and candid position of an officer in line with his/her conduct to work and always expected to be assessed by an officer be at least one substantive grade above the officer being reported on, but also be the immediate Superior Officer under whom the officer being reported on directly works.



1.5 References/Further Reading/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

Federal Republic of Nigeria (2014). *Pension Reform Act*. Printed and Published by the Federal Government Printer, Abuja.

Federal Republic of Nigeria (1997) *Civil Service Handbook*. Produced by the Presidency, Office of Establishments and Management Services, Abuja. Printed by Federal Government Press, Mobil Road, Apapa, Lagos.

Federal Republic of Nigeria (2004)) *Guidelines for Appointments, Promotion and Discipline*. The Federal Civil Service Commission, Abuja.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



1.6 Possible Answer to Self-Assessment Exercise

1. **Reports to be full and candid:** Performance report is essential for the general efficiency of the service of the officers to be detailed and candid.
2. **Communication of reports to Officers:** Substance of adverse comment on an Officer's work should be conveyed to him/her in writing.
3. **Progress reports on Officers:** Progress reports are meant to provide in respect of officers on probation or initial contract, a full record of each officer's work, conduct and capabilities on which to judge his/her suitability for confirmation or re-engagement and to ensure that in cases where an officer's suitability for continued employment is in doubt he is given timely warning of his faults and reasonable opportunity to correct them.

Unit 2 Report on Seconded Officers

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Report on Seconded Officers
 - 2.3.1 Guidelines on Performance Report on Seconded Officers
 - 2.3.2 Objectives of Performance Report
- 2.4 Self-Assessment Exercise
- 2.5 Summary
- 2.6 References/Further Reading/Web Sources



2.1 Introduction

In this unit, you will be guided through all that is required in performance reporting as regard to officer in civil services. Here, the Permanent Secretary/Head of the Extra-Ministerial Office to which the Officer is seconded is responsible for furnishing the reports on the officer.



2.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the major components of Annual Performance Evaluation Report on seconded officers
- analyze the features of Performance report by superior officers.
- explain the important of Annual Performance Evaluation Report.



2.3 General Guidelines on Performance Report on Seconded Officers

When an officer is on seconded to another Ministry/Extra-Ministerial Department, the Permanent Secretary/Head of the Extra-Ministerial Department to which the Officer is seconded is responsible for furnishing the reports on the officer.

Furthermore, it is the responsibility of the Permanent Secretary /Head of the Extra-Ministerial Department from which an Officer has been seconded to request the establishment concerned, two months before the

due date, to furnish the required report, on appropriate annual Report Forms which is to be supplied to the establishment for such purpose.

SELF-ASSESSMENT EXERCISE

1. Who is the reporting officer in the case of Seconded Officer?
2. Outline the general guidelines on APER of a Seconded Officers



2.4 Summary

When an officer is on seconded to another Ministry/Extra-Ministerial Department, the Permanent Secretary/Head of the Extra-Ministerial Department to which the Officer is seconded is responsible for furnishing the reports on the officer.



2.5 References/Further Reading/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

Federal Republic of Nigeria (2014). *Pension Reform Act*. Printed and Published by the Federal Government Printer, Abuja.

Federal Republic of Nigeria (1997) *Civil Service Handbook*. Produced by the Presidency, Office of Establishments and Management Services, Abuja. Printed by Federal Government Press, Mobil Road, Apapa, Lagos.

Federal Republic of Nigeria (2004) *Guidelines for Appointments, Promotion and Discipline*. The Federal Civil Service Commission, Abuja.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



2.6 Possible Answer to Self-Assessment Exercises

1. The Permanent Secretary/Head of the Extra-Ministerial Department to which the Officer is seconded is responsible for furnishing the reports on the Officer.
2. **General Guidelines on Performance Report on Seconded Officers**
When an officer is on seconded to another Ministry/Extra-Ministerial Department, the Permanent Secretary/Head of the Extra-Ministerial Department to which the Officer is seconded is responsible for furnishing the reports on the officer.

Furthermore, it is the responsibility of the Permanent Secretary /Head of the Extra-Ministerial Department from which an Officer has been seconded to request the establishment concerned, two months before the due date, to furnish the required report, on appropriate annual Report Forms which is to be supplied to the establishment for such purpose.

Unit 3 Progress Reports on Officers

Unit Structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Progress Reports on Officers
 - 3.3.1 Essentials for Progress Reportion Officers
 - 3.3.2 Procedures for Progress Report on Officers
- 3.4 Self-Assessment Exercise
- 3.5 Summary
- 3.6 References/Further Reading/Web Sources



3.1 Introduction

In this unit, you will be guided through all that is required in Progress reporting as regard to officers in civil services.



3.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the major components of Progress Reports on Officers
- analyze the essentials of Progress Reports on Officers.
- explain the important of Progress Reports on Officers.



3.3 Progress Reports on Officers

3.3.1 Essentials for Progress Reportion Officers

Progress reports are meant to provide in respect of officers on probation or initial contract, a full record of each officer's work, conduct and capabilities on which to judge his/her suitability for confirmation or re-engagement and to ensure that in cases where an officer's suitability for continued employment is in doubt he is given timely warning of his faults and reasonable opportunity to correct them.

3.3.2 Major components of Progress Reports on Officers

- (1) Object
- (2) Normal
- (3) Special Cases
- (4) Procedure

(1) Object for Progress Report on Officers

Progress reports are meant to provide in respect of officers on probation or initial contract, a full record of each officer's work, conduct, capabilities on which to judge his/her suitability for confirmation or re-engagement and to ensure that in cases, where an officer's suitability for continued employment is in doubt he is given timely warning of his faults and reasonable opportunity to correct them.

(2) Normal Timing for Progress Report on Officers

Permanent secretaries/Heads of Extra-Ministerial Offices are responsible for rendering Progress Reports at intervals of six months with effect from the date of first appointment. The final Progress Report shall be rendered not later than two months before an officer's probationary period or second tour of the contract is due to expire.

(3) In Special Cases for Progress Report on Officers

If for any reason an officer's probationary period is due to expire at a time when he will be on leave, the final Progress Report should be rendered not later than two months before he/she proceeds on such leave, in order that a decision as to the confirmation, deferment of confirmation or termination of his/her appointment may be taken and communicated to him/her before his/her departure.

In case of an officer on contract, if an adverse opinion of his/her suitability has been formed before progress report shall be rendered not later than two months before he/she so proceeds, in other that Government's decision as to whether he/she should be allowed to return for a further tour may be taken and communicated to him/her before he/she departs, and that the officer may have the opportunity of deciding before he/she departs, whether, in the light of the adverse opinion already formed, it is in his/her own interest to return.

(4) Procedures for Progress Report on Officers

The permanent Secretaries/Heads of Extra-Ministerial Departments should address progress report to the permanent secretary, Federal Civil Service Commission or Permanent Secretary, Public Service, as appropriate under PERSONAL and CONFIDENTIAL cover. The final progress report rendered after 21 months service, shall include a definite

recommendation as to whether the officer's appointment should be confirmed or terminated or whether his contract should be renewed

3.3.3 Essentials of Progress Report on Officers

- (1) It carries full record of each officer's work, conduct and capabilities
- (2) It recommends Officers for Confirmation or re-engagement.
- (3) It is timely.
- (4) It tells the strength and weakness of Officers.

SELF-ASSESSMENT EXERCISE

1. What is Progress Report?
2. What is procedure for progress on Report on Officer



3.5 Summary

Progress reports are meant to provide in respect of officers on probation or initial contract, a full record of each officer's work, conduct and capabilities on which to judge his/her suitability.



3.6 References/Further Reading/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

Federal Republic of Nigeria (2014). *Pension Reform Act*. Printed and Published by the Federal Government Printer, Abuja.

Federal Republic of Nigeria (1997) *Civil Service Handbook*. Produced by the Presidency, Office of Establishments and Management Services, Abuja. Printed by Federal Government Press, Mobil Road, Apapa, Lagos.

Federal Republic of Nigeria (2004)) *Guidelines for Appointments, Promotion and Discipline*. The Federal Civil Service Commission, Abuja.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



3.7 Possible Answer to Self-Assessment Exercise

1. Progress reports are meant to provide in respect of officers on probation or initial contract, a full record of each officer's work, conduct and capabilities on which to judge his/her suitability.
2. The permanent Secretaries/Heads of Extra-Ministerial Departments should address progress report to the permanent secretary, Federal Civil Service Commission or Permanent Secretary, Public Service, as appropriate under PERSONAL and CONFIDENTIAL cover. The final progress report rendered after 21 months service shall include a definite recommendation as to whether the officer's appointment should be confirmed or terminated or whether his contract should be renewed.

Unit 4 Annual Performance Reports on Senior Officers

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Annual Performance Reports on Senior Officers
 - 4.3.1
 - Major components of Annual Performance Report on Senior Officers
 - 4.3.2 Essentials for Annual Performance Report on Senior Officers
- 4.4 Self-Assessment Exercise
- 4.5 Summary
- 4.6 References/Further Readings/Web Sources



4.1 Introduction

In this unit, you will be guided through all that is required in Progress Report on senior officers as regard to execution of government business by an officer in civil services



4.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the major components of Annual Performance Reports on Senior Officers
- analyze the essentials of Annual Performance Reports on Senior Officers.
- explain the importance of Annual Performance Reports on Senior Officers



4.3 Annual Performance Reports on Senior Officers

4.3.1 Major Components of Annual Performance Reports on Senior Officers

- (i) Object
- (ii) Period
- (iii) Action by Officers
- (iv) Departmental Routine
- (v) Timing

(1) Object of Annual Performance Reports on Senior Officers

The object of Annual Performance Evaluation Reports (APER) provides a full record of each officer's work, conduct and capabilities from which his/her suitability for promotion may be judged by the Federal Civil Service Commission. In order that Commission may be in a position to weigh, in connection with a particular vacancy, the merits of officers, it is important that it should know precisely what work the officer has been engaged upon and the judgement formed on that work.

It is not less important that the Federal Civil Service Commission should receive an indication of each officer's suitability for appointment to a senior grade in which he would have to perform administrative or supervisory duties. It may be that the officer's work in the appointment which he/she holds gives the fullest satisfaction but that he is unsuitable for more responsible duties, and the Federal Civil Service Commission particularly desires to have a record or expression of opinion as to each officer's suitability for promotion when, by his/her seniority, he may be regarded as eligible to be considered for such advancement.

(2) Period of Annual Performance Reports on Senior Officers

Annual Performance Reports to be rendered on all officers at the end of each calendar year. However, confidential reporting system should be adopted for officers on Grade Level 15-17.

Thirty days before the end of the year, every officer on whom an Annual Performance Report is required is subjected to any Departmental instructions, which may be issued to supplement the Rule. Complete and sign the relevant pages of the appropriate number of copies of the Form and forward them, unfolded, through departmental channels to the Permanent Secretary/Head of Extra-Ministerial Office. Officers who will be on leave on the due date should take this action before proceeding on leave.

(3) Action by Officers of Annual Performance Reports on Senior Officers

The attention of all officers is invited to the necessity for including the fullest possible information in their replies to the questions on the relevant pages of the Annual Performance Evaluation Report Forms, so that the report may be used for the object explained in the Rule without reference to any other document.

(4) Departmental Routine of Annual Performance Reports on Senior Officers

Every Permanent Secretary/Head of Extra-Ministerial Departments shall make such departmental arrangements as he considers necessary to ensure that thirty days before the due date an officer serving in his `ministry/Extra-Ministerial Department, on whom a report is required, takes the action indicated in the proceeding Rule and that the Forms thus completed by individual officers are forwarded to the appropriate Reporting Officers who shall complete the appropriate sections of the report which shall then be transmitted to the Permanent Secretary/Head of Extra-Ministerial Departments.

(5) Timing and Action by Permanent Secretaries/Head of Extra-Ministerial Department

Permanent Secretaries shall forward copies of officers' Annual Performance Evaluation Reports (APER) to the Federal Civil Service Commission not later than 31st January of each year.

SELF-ASSESSMENT EXERCISE

1. What are the major components of Annual Performance Reports on Senior Officer?
2. What is Period of Annual Performance Reports of Senior Officers?



4.5 Summary

Progress reports are meant to provide in respect of officers on probation or initial contract, a full record of each officer's work, conduct and capabilities on which to judge his/her suitability.



4.6 References/Further Readings/Web sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



4.7 Possible Answer to Self-Assessment Exercise

1. Major Components Annual Performance

- (i) Object of Annual Performance Reports on Senior Officer.
- (ii) Period of Annual Performance Reports on Senior Officer.
- (iii) Action by Officers on Annual Performance Reports on Senior Officer.
- (iv) Departmental Routine of Annual Performance Reports on Senior Officer.
- (v) Timing and Action by Permanent Secretaries/Head of Extra-Ministerial Department.

2. Period of Annual Performance Reports on Senior Officers

Annual Performance Reports to be rendered on all officers at the end of each calendar year. However, confidential reporting system should be adopted for officers on Grade Level 15-17.

Thirty days before the end of the year, every officer on whom an Annual Performance Report is required is subjected to any Departmental instructions, which may be issued to supplement the Rule. Complete and sign the relevant pages of the appropriate number of copies of the Form and forward them, unfolded, through departmental channels to the Permanent Secretary/Head of Extra-Ministerial Office. Officers who will be on leave on the due date should take this action before proceeding on leave.

Unit 5 Annual Performance Reports on Junior Officers

Unit Structure

- 5.1 Introduction
- 5.2 Learning Outcomes
- 5.3 Annual Performance Reports on junior Officers
 - 5.3.1 Major components of Annual Performance Reports on Junior Officers
 - 5.3.2 Essentials for Annual Performance Report on Junior Officers
- 5.4 Self-Assessment Exercise
- 5.5 Summary
- 5.6 References/Further Readings/Web Sources



5.1 Introduction

In this unit, you will be guided through all that is required in Progress Report on junior officers as regard to execution of Government business by an officer in civil services.



5.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the major components of Annual Performance Reports on junior Officers
- analyze the essentials of Annual Performance Reports on junior Officers.
- explain the important of Annual Performance Reports on junior Officers



5.3 Annual Performance Reports on junior Officers

5.3.1 Major components of Annual Performance Reports on Junior Officers

(1) Action by Permanent Secretary/Head of Extra-Ministerial Office

In order to provide a full record of the work, conduct and capabilities on which to judge the suitability of an officer holding a junior post for

confirmation, and to ensure that in cases where his/her suitability for confirmation is in doubt he/she is given timely warning of his/her faults and reasonable opportunity to correct them, the Permanent Secretary/Head of Extra-Ministerial Office shall arrange for progress reports on such officers to be rendered annually by responsible departmental officers.

(2) Annual Performance Evaluation Reports

in order to provide a full record of the work, conduct and capabilities on which to judge the suitability for promotion of officers holding junior posts, the Permanent Secretary/Head of Extra-Ministerial Office shall arrange for annual performance evaluation reports on such officers to be rendered on them by responsible departmental officers at the end of each calendar year. The reports on all eligible candidates shall be made available when the Junior Staff Committee meets to select candidates for promotion from one Junior post to another.

SELF-ASSESSMENT EXERCISE

1. Who is the Juniors staff APER submitted to?
2. What are the objectives of APER?



5.4 Summary

Progress reports are meant to provide in respect of officers on probation or initial contract, a full record of each officer's work, conduct and capabilities on which to judge his/her suitability.



5.5 References/Further Reading/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



5.6 Possible Answer to Self-Assessment Exercises

1. The Annual Performance Evaluation Reports are submitted to the Junior Staff Committee.
2. **Annual Performance Evaluation Reports**
Annual performance evaluation reports provide a full record of the work, conduct and capabilities on which to judge the suitability for promotion of officers holding junior posts, the Permanent Secretary/Head of Extra-Ministerial Office shall arrange for annual performance evaluation reports on such officers to be rendered on them by responsible departmental officers at the end of each calendar year. The reports on all eligible candidates shall be made available when the Junior Staff Committee meets to select candidates for promotion from one Junior post to another.

MODULE 7 CODE OF ETHICS IN PUBLIC SERVICE

Introduction

This module explains the work ethics in public service, sources of public service work ethics and categories of ethics in public services and execution of Government business. This module consists of five (5) units namely:

Unit 1	Work Ethics in the Public Service
Unit 2	Sources of Public Service Work Ethics
Unit 3	Categories of Ethics in Public Service
Unit 4	Important of Work Ethics in the Public Service
Unit 5	Attitude to Public Funds

Unit 1 Work Ethics in The Public Service

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 Work Ethics in the Public Service
 - 1.3.1 Code of Ethics in the Public Service
 - 1.3.2 Related Terms in Ethics in the Public Service
- 1.4 Summary
- 1.5 References/Further Readings/Web Sources
- 1.6 Possible Answers to Self-Assessment Exercises



1.1 Introduction

In this unit, you will be introduced to Code of Work Ethics especially in Nigeria. This is a follow up topic in execution of Government business. This unit will introduce you to the application of the virtues in Public Administration.



1.2 Learning Outcomes

By the end of this unit, you will be able to:

- discuss the major components of Code of Ethics in the Public Service.
- analyse the essence of Code of Ethics in the Public Service.



1.3 Work Ethics in the Public Service

1.3.1 Code of Ethics in the Public Service

Ethics are set of precepts governing the behaviours and conduct of people in an organisation or group, such precepts, when properly applied, define the standard of behaviours essential for the satisfactory achievement of the objectives of the organisation or group to which persons belong.

Ethics are not necessarily legal issues as to be judiciable in a court of law. However, they are usually basis for disciplinary action against an erring member of an organisation.

1.3.2 Related Terms in Ethics in the Public Service

Work ethics, especially in Nigeria had been progressively to the background in recent decades. But with the advent of the present democratic regime and the emphasis being laid by the government and society in general on the need to go back to the standards of integrity, there has been a new movement towards work ethics, accountability, transparency and honesty. The two terms, which are often used in conjunction with ethics, are accountability and transparency. These two related terms are defined as follows:

(a) **Accountability:** This is the state of an Officer being able read and fond of explaining how he has judiciously managed the resources and affairs of his office, to the satisfaction of higher authorities or the public.

(b) **Transparency:** This is the state where the decision, operation and management of an organization or offices are opened to information of all persons or institutions who are entitled to know, including the general public, where appropriate.

SELF-ASSESSMENT EXERCISE

1. What is Ethic in Public Service?
2. What is Accountability in Public Service?



1.4 Summary

Ethics define the standard of behaviours essential for the satisfactory achievement of the objectives of the organisation or group to which

persons belong. Ethics are not necessarily legal issues as to be judiciable in a court of law. However, they are usually basis for disciplinary action against an erring member of an organisation.



1.5 References/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

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Federal Republic of Nigeria (2004)) *Guidelines for Appointments, Promotion and Discipline*. The Federal Civil Service Commission, Abuja.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



1.6 Possible Answer to Self-Assessment Exercises

1. Ethics are set of precepts governing the behaviours and conduct of people in an organisation or group, such precepts, when properly applied, define the standard of behaviours essential for the satisfactory achievement of the objectives of the organisation or group to which persons belong.

2. **Accountability:** This is the state of an Officer being able read and fond of explaining how he has judiciously managed the resources and affairs of his office, to the satisfaction of higher authorities or the public.

Unit 2 Sources of Public Service Work Ethics

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Sources of Public Service Work Ethics
- 2.4 Summary
- 2.5 References/Further Readings/Web Sources
- 2.6 Possible Answers to Self-Assessment Exercises



2.1 Introduction

In this unit, you will be introduced to sources of public service work ethics in Nigeria. This is a follow up topic in execution of Government business with a standard satisfying the consciousness of the officer and the Office. This unit will introduce you to the sources of public service work ethics.



2.2 Learning Outcomes

By the end of this unit, you will be able to:

- identify the sources of public service work ethics.
- analyse the sources of public service work ethics.



2.3 Sources of Public Service Work Ethics

The ethic of the Nigeria Public Service is not codified into a single document however, they exist in various forms, both written and unwritten, depending on the particular organisation or service concerned.

The Ethics are derived from various sources the main among which are as follows:

1. The Constitution of the Federal Republic of Nigeria
2. The Code of Conduct Bureau and Tribunal Act, 1989
3. The Independent Corrupt Practice and other related Offences Act, 2000
4. The Criminal Code and the Penal Code
5. The Official Secrets Act, 1962

6. The Common Laws as Applicable in Nigeria
7. The Public Services Rules
8. The Civil Service Handbook
9. Relevant Government Circular
10. Staff Conditions of Service and other Codes of Behaviour of various Parastatals and Agencies.
11. Codes of Ethic of Professional bodies to which Public Servants belong.
12. Relevant Conventions, Attitudes and Practices derived over time from Society or borrowed from other Countries.

SELF-ASSESSMENT EXERCISE

- | |
|---|
| 1. List any five (5) sources of Public Services Works Ethic you know? |
|---|



2.5 Summary

Ethics define the standard of behaviours essential for the satisfactory achievement of the objectives of the organisation or group to which persons belong. Ethics are not necessarily legal issues as to be judiciable in a court of law. However, they are usually basis for disciplinary action against an erring member of an organisation.



2.6 References/Further Readings/Web Sources

- Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.
- Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.
- Federal Republic of Nigeria (2014). *Pension Reform Act*. Printed and Published by the Federal Government Printer, Abuja.
- Federal Republic of Nigeria (1997) *Civil Service Handbook*. Produced by the Presidency, Office of Establishments and Management Services, Abuja. Printed by Federal Government Press, Mobil Road, Apapa, Lagos.
- Federal Republic of Nigeria (2004)) *Guidelines for Appointments, Promotion and Discipline*. The Federal Civil Service Commission, Abuja.
- Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



2.7 Possible Answers to Self-Assessment Exercises

The Ethics are derived from various sources the main among which are as follows:

1. The Constitution of the Federal Republic of Nigeria
2. The Code of Conduct Bureau and Tribunal Act, 1989
3. The Independent Corrupt Practice and other related Offences Act, 2000
4. The Criminal Code and the Penal Code
5. The Official Secrets Act, 1962
6. The Common Laws as Applicable in Nigeria
7. The Public Services Rules
8. The Civil Service Handbook
9. Relevant Government Circular
10. Staff Conditions of Service and other Codes of Behaviour of various Parastatals and Agencies.
11. Codes of Ethic of Professional bodies to which Public Servants belong.

Relevant Conventions, Attitudes and Practices derived over time from Society or borrowed from other Countries.

Unit 3 Categories of Ethics in Public Service

Unit Structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Categories of Ethics in Public Service
 - 3.3.1 Conduct toward Constituted Authority and National Interest
 - 3.3.2 Attitude to Works
 - 3.3.3 Stance Against Corruption
 - 3.3.4 Attitude towards Public Fund and Property
 - 3.3.5 Relationship with Member of the Public and Foreigners
 - 3.3.6 Attitude towards Fellow Employee
 - 3.3.7 General Conduct
- 3.4 Summary
- 3.5 References/Further Readings/Web Sources
- 3.6 Possible Answers to Self-Assessment Exercises



3.1 Introduction

In this unit, you will be introduced to Categories of work ethics in Nigeria. This is a follow up topic in execution of Government business with a standard satisfying the consciousness of the officer and the Office. This unit will introduce you to the sources of public service work ethics.



3.2 Learning Outcomes

By the end of this unit, you will be able to:

- identify the categories of work sources of public service work ethics.
- analyse the sources of public service work ethics.



3.3 Categories of Ethics in Public Service

The items of ethics in the public service are so many and varied that they should be grouped into categories for convenience. These categories are follows:

- (i) Conduct toward Constituted Authority and National Interest.
- (ii) Attitude to Works.

- (iii) Stance Against Corruption and Fraud.
- (iv) Attitude towards Public/Organisational funds and Property.
- (v) Relationship with Members of the Public.
- (vi) Conduct towards Foreigners and Foreigners Institutions.
- (vii) Attitude towards fellow Employees.
- (viii) General Conduct.

3.3.1 Conduct toward Constituted Authority and National Interest

- (i) Respect for authority (of superior officers and other constituted authorities)
- (ii) Obedience of lawful order
- (iii) Loyalty (to the management, the government and the nation)
- (iv) Avoidance of conflict of interest (personal interest and corporate interest)
- (v) Political neutrality
- (vi) Public modesty and anonymity
- (vii) Avoidance of unauthorized publication and public utterances
- (viii) Subordination to superior officer(s)
- (ix) Protection of official secrets
- (x) National consciousness
- (xi) Promotion of National economic interest
- (xii) Courage in official actions
- (xiii) Agent of Government in Public.

3.3.2 Attitude to Works

- (i) Dedication of duty
- (ii) Industry (hard work and diligence)
- (iii) Tidiness
- (iv) Helpfulness (legitimate assistance to colleagues and members of Public)
- (v) Avoidance of delay
- (vi) Sincere, fair and firm use of authority
- (vii) Flexibility and initiative in decision making (where justifiable)

3.3.3 Stance Against Corruption

- (i) Honesty
- (ii) Abstention from bribery and gratification
- (iii) Avoidance of falsification or suppression of records
- (iv) Avoidance of false claim against the office or government
- (v) Vigilance against fraudsters
- (vi) Non-acceptance of gifts or operation of private agency

- (vii) Prohibition of foreign account (of bank or other financial institutions)

3.3.4 Attitude towards Public Fund and Property

- (i) Economic and judicious use of public fund
- (ii) Protection of Public Funds against embezzlement
- (iii) Sincerity in management and operation of government stores and other asset
- (iv) Care in the use and security of Public Property

3.3.5 Relationship with Member of the Public and Foreigners

- (i) Courtesy (towards all)
- (ii) Kindness
- (iii) Responsible conduct in Public
- (iv) Promotion of the image of the Country
- (v) Hospitality and friendliness towards Foreigners

3.3.6 Attitude towards Fellow Employee

- (i) Cooperation
- (ii) Respect (all)
- (iii) Motivation (for subordination)
- (iv) Exemplary behaviour
- (v) Objective and Dispassionate performance evaluation

3.3.7 General Conduct

- (i) Law abiding citizen
- (ii) Orderliness
- (iii) Avoidance of abuse of office
- (iv) Punctuality and time consciousness
- (v) Truthfulness
- (vi) Security consciousness
- (vii) Courtesy
- (viii) Patience
- (ix) Personal neatness
- (x) Maintenance of proper personal compartment and etiquette
- (xi) Tactfulness
- (xii) Avoidance of loitering and idling.
- (xiii) Avoidance of sexual exploitation or harassment.
- (xiv) Non-violence.
- (xv) Abstention from private business (except farming)
- (xvi) Avoidance of financial embarrassment.

- (xvii) Non-engagement in money lending on interest.
- (xviii) Non-borrowing of money from persons subject to one's authority or official duty.
- (xix) Non-membership of secret cults/societies.
- (xx) Non-utilisations of the influence of prominent persons of official matter.

SELF-ASSESSMENT EXERCISE

1. List the categories of ethics in government business you know?
2. List the items of attitude towards fellow Employee



3.4 Summary

Ethics are not necessarily legal issues as to be judicable in a court of law. However, they are usually basis for disciplinary action against an erring member of an organisation.



3.5 References/Further Readings/Web Sources

- Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.
- Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.
- Federal Republic of Nigeria (2014). *Pension Reform Act*. Printed and Published by the Federal Government Printer, Abuja.
- Federal Republic of Nigeria (1997) *Civil Service Handbook*. Produced by the Presidency, Office of Establishments and Management Services, Abuja. Printed by Federal Government Press, Mobil Road, Apapa, Lagos.
- Federal Republic of Nigeria (2004) *Guidelines for Appointments, Promotion and Discipline*. The Federal Civil Service Commission, Abuja.
- Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



3.6 Possible Answers to Self -Assessment Exercise

1. The code of ethics is categorized into the following:
 - (i) Conduct toward Constituted Authority and National Interest.
 - (ii) Attitude to Works.
 - (iii) Stance Against Corruption and Fraud.
 - (iv) Attitude towards Public/Organisational funds and Property.
 - (v) Relationship with Members of the Public.
 - (vi) Conduct towards Foreigners and Foreigners Institutions.
 - (vii) Attitude towards fellow Employees.
 - (viii) General Conduct.
 - (ix) National Consciousness
 - (x) A good image of the service
 - (xi) Efficiency
 - (xii) Social problems and social justice
 - (xiii) The use of authority

2. Attitude towards Fellow Employee
 - (i) Cooperation
 - (ii) Respect (all)
 - (iii) Motivation (for subordination)
 - (iv) Exemplary behaviour
 - (v) Objective and Dispassionate performance evaluation

Unit 4 **Important of Work Ethics in The Public Service**

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Important of Work Ethics in the Public Service
- 4.4 Summary
- 4.5 References/Further Readings/Web Sources
- 4.6 Possible Answers to Self-Assessment Exercises



4.1 Introduction

In this unit, you will be introduced to Importance of Work Ethics in the Public Service. This is a follow up topic in execution of Government business with a standard satisfying the consciousness of the officer and the Office. This unit will introduce you to the essence of work ethics.



4.2 Learning Outcomes

By the end of this unit, you will be able to:

- identify the importance of work ethics in the public service.
- analyse the importance work ethics in the public service.



4.3 Important of Work Ethics in the Public Service

(i) Discipline

- (a) The civil service must be well discipline. Rules and regulations should be adhered to and the interests of the service must be paramount.
- (b) Senior officers should prescribe codes of conduct, which, they themselves can and should comply with. Those who wish to lead other people should always remember that effective leadership involves exemplary character, hard work and transparent, integrity conduct is one of the criteria for promotion.
- (c) Junior officers should be familiar with Government Regulations and Rules regarding good conduct. They must learn to obey orders and established authority.

(ii) Loyalty

Civil servants should be loyal to the Government, which has given them the opportunity to serve it. No officer or employee should assume that he has the right to a salary or wage without giving adequate service in

return. Government has no obligation to retain inefficient or disloyal elements in the Service.

(iii) Honesty

Civil Servants should be honest in doing their duties and in their dealings with the public. They should realise that they are paid salaries for the duties, which they perform. This means that they should be conscientious on duty and demand or receives nothing in money or kind from anyone in the performance of their duties.

(iv) Courage

(a) Courage is one greatest asset to the best Civil Servants. The exhibition of this quality takes many forms. It may be shown in working hard in every busy post for there is really no reason to fear hard work. Civil Servants should acquire the courage of working hard. They should not hesitate to take over an extensive schedule of duties.

(b) Another type of courage involves doing what is morally right even though one does not stand to gain personally from such action. In your schedule of duties you should do the right thing, especially if it will enhance the reputation of the service and the country. You should, at all times resist temptations from whatever quarters. Where the prior consent of a superior authority is necessary be courteous in getting it.

(V) Courtesy

it costs nothing to be polite to your colleagues and the general public served by you. Polite instructions are usually more easily obeyed. Members of public always cherish courtesy and consideration from Civil Servants. Courtesy in the Office and to the general public makes it easier to get on with other people. A heavy schedule of duties or any other circumstance cannot justify ad temper by Civil Servants.

(vi) Co-operation

The eleven members of a good football team co-operate whenever they are on the field for a match. One or two members who believe they are as good as the rest of the team may cause the defeat of the whole team. Similarly, all the staff in the section of a Ministry should co-operate as a team in order to realise the overall purpose of the section. The officers and staff of a Ministry should work together to attain the goals of the Ministry.

(vii) Tact

“Tact” means skilfulness in handling a difficult situation without giving offences to the people involved. That is very necessary in the service.

Skill in dealing with people by creating an impression of willingness to be of assistance enhances the efficiency of the office and gives the public satisfaction.

(viii) Industry

- (a) In this sense, industry means useful hard work; this definition is necessary because some workers work furiously to get little or nothing done. They only waste their energy and often give false impression to their supervisors.
- (b) You have been engaged to serve your Ministry or Department in some way. In turn your Ministry or Department serves the Government and members of the public. Try to ensure that you work to earn your pay and promotions. To work hard with good results the following principles are useful:
 - (1) Know the scope of your work
 - (2) Know the various parts of your schedule of duties
 - (3) Decide the order or sequence you should deal with the various states of your work.
 - (4) Before you start, have rough idea of when you should finish it.
 - (5) If your work involves writing ensure that you style is clear and direct.

(viii) Avoidance of Delay

- (a) If you are hardworking, you are unlikely to delay action on files or projects. However, some schedules of duties are extremely busy. There are either so many people to interview and/or so many files to deal with.
- (b) Your time should be devoted to official work. If you are in, you may be unable to concentrate on your work, in such a case, you should consult a doctor and then return to work later unless, where you are put on sick list.
- (c) If you are going to be away for a day or two, you should let your boss know as soon as possible. Any urgent work, in your schedule may then be taken over by some other officers. You could avoid delay in the following ways:
 - (i) Know precisely when you have to submit any piece of work to your supervisor or higher authority.
 - (ii) Do not hoard files in the hope that you can dispose of them at the eleventh hour.
 - (iii) Avoid being bogged down by a difficult matter at the expense of many simpler ones. In this connection, there is a psychological

advantage in disposing of several simple cases before taking on tougher ones.

- (iv) Come early to your workplace and devote your time to work until the closing time.
- (v) Do not malingering in your workplace.
- (vi) It pays to do some overtime occasionally in order to bring your work up-to-date.

(x) Tidiness

Civil servants should keep their offices tidy only because visiting members of the public served by them are thereby more favourably impressed but also because an orderly office often gives an idea of the state of minds of its staff

It usually enhances efficiency if files and equipment are placed so that is easily located when necessary. In this connection, you may perhaps recall your own impression when you went to an officer who could not help you in getting some reference because his office was untidy and disorderly.

Workers should also ensure that they are properly dressed to do their duty in the office of work place. It is a good idea to dress in a business-like manner not as if one were going to a formal party or a beauty queen parade. It does not cost much to dress simply with carefully chosen material. It is useful to remember that how people dress tells keen observers a great deal of the general character and test of such people.

(xi) Helpfulness

You may have heard many people allege that it is now difficult for people to get help from those they do know. That there is something in this allegation is borne out by the fact that many young people now seem to believe that they can only get jobs from the public offices if the channel their application through their personal friends, relatives or townsmen. All Civil Servants should discourage this unfortunate tendency.

There are many opportunities of helping your colleagues and your juniors in the office at no personal cost at all. You could advise a young messenger to do further studies instead of allowing him to waste his official time and his money on football pools. Similarly, supervisors should find time to listen to their subordinates who have personal or domestic problems. Those who complain that some of their requests have been turned down should be told why it is impossible to meet their wishes.

Should papers or documents come to you by mistakes from members of staff or the general public, find out the correct destination and take necessary directive as to re-routing it from your superior Officer.

(xii) **Kindness**

Being kind does not imply that you should give to people what they are un-entitled to kindness involves respecting the privileges and rights of officers, employees and members of the public irrespective of the fact that those concerned are unknown to you. A civil servant is a public servant. He should, therefore, serve impartially.

Kindness also involves having a humane approach in dealing with people in difficulty. This applies to staff as well as members of the public. A staff in difficulty needs help and, if you are in a position to do so, you should assist him to the best of your ability without of course, the breach of the regulations or disturbing the course of justice. The same consideration should be shown to the public.

SELF-ASSESSMENT EXERCISE

1. List any five (5) important of Public Services Works Ethic you know?
2. What is Tidiness in Public Services Ethic?



4.4 Summary

The importance of ethics at workplace cannot be overemphasised because, it helps promote an image of public offices and attitude of staff to their works and delivery of one's responsibilities at all time.



4.5 References/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

Federal Republic of Nigeria (2008). *Public Service Rules*. Printed and Published by the Federal Government Printer, Abuja.

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Federal Republic of Nigeria (1997) *Civil Service Handbook*. Produced by the Presidency, Office of Establishments and Management

Services, Abuja. Printed by Federal Government Press, Mobil Road, Apapa, Lagos.

Federal Republic of Nigeria (2004) *Guidelines for Appointments, Promotion and Discipline*. The Federal Civil Service Commission, Abuja.

Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria.*: Shalom Prints, Nigeria.



4.6 Possible Answer to Self-Assessment Exercise

1.

- (i) Code of ethics at workplace, promote discipline among staff and public people.
- (ii) It promotes courage of working hard.
- (iii) It promotes cooperation in achieving team results.
- (iv) It discourages delay of duty at workplace
- (v) It enhances tidiness at workplace
- (vi) It promotes kindness among co-workers and the general public.
- (vii) It encourages helpfulness among colleagues

2 Tidiness

Civil servants should keep their offices tidy only because visiting members of the public served by them are thereby more favourably impressed but also because an orderly office often gives an idea of the state of minds of its staff

It usually enhances efficiency if files and equipment are placed so that is easily located when necessary. In this connection, you may perhaps recall your own impression when you went to an officer who could not help you in getting some reference because his office was untidy and disorderly.

Workers should also ensure that they are properly dressed to do their duty in the office of work place. It is a good idea to dress in a business-like manner not as if one were going to a formal party or a beauty queen parade. It does not cost much to dress simply with carefully chosen material. It is useful to remember that how people dress tells keen observers a great deal of the general character and test of such people.

Unit 5 Attitude to Public Funds

Unit Structure

- 5.1 Introduction
- 5.2 Learning Outcomes
- 5.3 Attitude to Public Funds
 - 5.3.1 Sources of Public Funds
 - 5.3.2 Attitude of Public Servant to Public Funds
- 5.4 Summary
- 5.5 References/Further Readings/Web Sources
- 5.6 Possible Answers to Self-Assessment Exercises



5.1 Introduction

In this unit, you will be introduced to attitude of Public Servants to Public Funds. This is a follow up topic in execution of Government business with a standard satisfying the consciousness of the officer in managing public funds. This unit will introduce you to the essence of work ethics.



5.2 Learning Outcomes

By the end of this unit, you will be able to:

- Identify the essence of managing public funds by public servants
- Discuss the importance public fund.



5.3 Attitude to Public Funds

5.3.1 Sources of Public Funds

The term public finance is also referred to as Government Finance or it is defined by section 2 of the Finances (Control and Management) Act of 1958 to include:

- (a) The Public Revenue of the Federation
- (b) Any moneys held in his official capacity whether subject to any trust or specific location or not by any officer in the public service of the Federation or by any agent of the government neither alone or jointly with any other person.

Modern day governments became involved in economies via; intervention through fiscal policy using discretionary changes in the levels of government taxes expenditure and borrowings to achieve desired socio-political and macro-economic objectives.

However, public finance or government revenue refers to various sources of income to the government Revenue can be classified into broadly two sections. Namely:

- (a) Oil Revenue
 - (b) Non-oil Revenue
- (a) Oil Revenue: Includes petroleum profit tax, rent royalties and government crude oil sales, and proceeds from domestic consumption etc.
 - (b) Non-oil Revenue: Refers to direct taxes. Company tax, Income tax, Personal Income Tax, Petroleum Profit tax etc. Indirect taxes include excise duties import duties, purchase tax. Etc.
 - (c) Tax Revenue and non-tax Revenue: The tax revenue includes or consists of both direct and indirect taxes while the non-tax revenue refers to income accruable to the government outside its taxes such as operating surplus from its parastatals.

5.3.2 Attitude of Public Servant to Public Funds

Public Servants are expected to have cost-consciousness in the discharge of responsibilities and general conduct towards service delivery. The following points are strongly emphasised on attitude of Public Servant to Public Funds:

- (i) Do not waste funds. If you are frugal in spending your money, you should be equally frugal in spending public funds.
- (ii) Collectors of Government Revenue should be conscientious in discharging their duty. They should not make any rebates as a favour to anyone. In this regard, it is not kindness to reduce the Revenue due to Government on your own account or at your level
- (iii) Justify every expenditure and ensure that economy is insisted upon, e.g. Discourage wasting public funds on ill-advised purchases near the end of the financial year.
- (iv) As a good citizen and a good civil servant, discourage financial abuses by making suitable reports through the correct channel.
- (v) Made-in-Nigeria goods should be preferred to their imported counterparts. Patronage of local goods encourages the growth of local industries.

SELF ASSESSMENT EXERCISE

- | |
|---|
| <ol style="list-style-type: none"> 1. List five (5) Public Servants to public funds? 2. Outline sources of government revenue |
|---|



5.4 Summary

Public Servants are expected to have cost-consciousness in the discharge of responsibilities and general conduct towards service delivery.



5.5 References/Further Readings/Web Sources

Adebayo, A. (1981). *Principles and Practice of Public Administration in Nigeria*: John Wiley and Sons, Chichester.

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Omale, I. (2014). *Introduction to the Principles, Theories and Practice of Public Administration in Nigeria*.: Shalom Prints, Nigeria.



5.6 Possible Answer to Self-Assessment

- 1. The following points are strongly emphasised on attitude of Public Servant to Public Funds:**
 - (i) Do not waste funds. If you are frugal in spending your money, you should be equally frugal in spending public funds.
 - (ii) Collectors of Government Revenue should be conscientious in doing their duty. They should not make any rebates as a favour to anyone. In this regard, it is not kindness to reduce the Revenue due to Government on your own account or at your level
 - (iii) Justify every expenditure and ensure that economy is insisted upon, e.g. Discourage wasting public funds on ill-advised purchases near the end of the financial year.
 - (iv) As a good citizen and a good civil servant, discourage financial abuses by making suitable reports through the correct channel.
 - (v) Made-in-Nigeria goods should be preferred to their imported counterparts. Patronage of local goods encourages the growth of local industries.

- 2. Major sources of government revenue are classified into broadly two sections. Namely:**
 - (i) Oil Revenue: Includes petroleum profit tax, rent royalties and government crude oil sales, and proceeds from domestic consumption etc.
 - (ii) Non-oil Revenue: Refers to direct taxes. Company tax, Income tax, Personal Income Tax, Petroleum Profit tax etc. Indirect taxes include excise duties import duties, purchase tax. Etc.
 - (iii) Tax Revenue and non-tax Revenue: The tax revenue includes or consists of both direct and indirect taxes while the non-tax revenue refers to income accruable to the government outside its taxes such as operating surplus from its parastatals.