

**COMPUTERISATION OF NOMINAL ROLL: A CASE STUDY  
OF FEDERAL MINISTRY OF INTERNAL AFFAIRS, ABUJA.**

**BY**

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## CERTIFICATION

This is to certify that this project entitled "Computerisation of Nominal Roll" meets the requirement and regulations governing the award of Post Graduate Diploma in Computer Science of Federal University of Technology, Minna.

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## **DEDICATION**

I solemnly dedicated this project to almighty God, the memory of my late parents, Mr. and Mrs. A. Katayeyanjue, my wife, sisters; and friends, too numerous to mention for their supports.



## **ACKNOWLEDGEMENT**

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## **ABSTRACT**

This research work is on Nominal Roll as it affects personnel management functions in public organisation in Nigeria with a vivid reference to the Federal Ministry of Internal Affairs, Abuja.

This research work highlights functions, procedures and problems of personnel management department with emphasis on the impacts of nominal roll in the art of managing human resources, skills. It portrays the nominal roll as the powerful tool which all functions of administration and management rests, thus, its subsequent computerisation is attempted considering this importance.

With the computerisation of the Nominal roll therefore, problems that bedevilled the present manual system ranging from; low workers morale, poor performance, poor or inadequate training and general attitude to work would be eliminated.

The researcher illustrated application of nominal roll in the processing of promotion such that delay, misplacement of staff records, oversight and other malpractices which are responsible for stagnation on grade in Civil Service become things of the past. Furthermore, difficulties that inhibit staff welfare administration, are overcome because of the flexibility of the software employed to generate various types of report on demand.

Phenomenon of ghost workers, inability to specify workers level, skills requirements, staff distribution would no longer be a problem.



## CHAPTER ONE

### 1.1 Introduction

The nature of public sector human resources management popularly called Personnel Management is quite different from the private sector. The public sector is based on a distinctive human and institutional structure that has been in existence for years and dated back to the colonial period. Public service provides for workers a numerous opportunities, both during the service period as well as when they retire from service. The benefit so accrue to them at the end of service period is contained in appropriate guidelines issued by Public Service Office. The terminal period for serving in Civil Service is thirty-five years or attainment of sixty years of age whichever comes earlier. This means that any Civil Servant would retire having worked for the period of thirty-five years or attain the age of sixty years.

The Personnel Management of any public organisation, one of which is Federal Ministry of Internal Affairs, Abuja; represent largest investment. In fact, government report shows that the reasonable percentage of national income is beige utilised for payment of workers salaries.

The Personnel Management encompasses those activities designed to provide for and co-ordinate human resources such as skills improvement/development (training), appointment, promotion, discipline, and staff welfare, for all categories of workers, namely, senior and junior staff respectively.

Staff Welfare involves, quartering of officers, renovation of workers' quarters, end of year gifts (bonus), training, transportation management, etc. all these represents some of the activities undertaking by Personnel Management.

Thus, Personnel Management in public sector organisations perform functions that are extremely diverse, large and unique. In recognition of this, various administration in Nigeria have never failed to establish a separate Department/Section to undertake all of the functions outlined above:

Personnel Management in public sector is a complex structure centring round revenue and expenditure process of government. The problems that are of concern are those of resource allocation, income distribution and social growth, as well as motivation of workers to provide better services to the public at large.

The Personnel Management therefore, needs accurate data in terms of the actual numbers of personnel in entire organisation to discharge their various functions and to combat the phenomenon of ghost workers, which has become a menace.

The Personnel Management Department of any Public Service organisations' basic tool of performing their numerous functions is the Nominal Roll, which is the subject of this research work.

Nominal Roll contains alphabetical listings of workers' names and other details as required by extant rule governing public service, it is obtained from workers on their first date of employment having issued Letter of Appointment to the selected candidates. This process is called Documentation. The Nominal Roll henceforth becomes a strong document to relate with activities concerning the workers.

### 1.2 Personnel Management Function

The Personnel Management Department of any public organisation performs functions as enumerated below:

- i. Organisation of Ministry /Department in such a way that its objectives could be achieved as efficiently as possible.
- ii. Preparing yearly personnel estimates.
- iii. Recruitment of personnel as approved in the yearly authorised establishment recurrent estimates.
- iv. Maintenance of discipline staff.
- v. Training and deployment of staff in a manner that they become more efficient, effective and productive.
- vi. Welfare of staff.
- vii. Disseminate information via issuance or distribution of circulars as received from sources like Federal Civil Service Commission, Office of Establishments and Management Services, etc.
- viii. Communication with other Agencies of Government like: The Presidency, on government's decisions.
- ix. Provision of Annual Reports for their organisation.
- x. Labour and management relation.



### 1.3 The Objective of Personnel Management

The objectives of Personnel Management's computerisation like any other projects are categorised as follows; -

a. Governmental/Environmental Objectives: The enforcement of government regulations on workers are effectively implemented in ways such as:

- i. Attainment of global trends especially as Information Technology impact businesses to meet the millennium.
- ii. Elimination of ghost workers phenomenon to refute government claim that higher percentage of revenue goes in payment of workers salaries and wages.
- iii. Maintenance of records including criminal ones of any members of staff especially those found guilty of any serious offences can be furnished after such persons has been pull out of work.

b. Organisational Objectives: Here, computerisation of personnel records ensures:

- i. Easy management of members of staff to achieving the major objectives of business. For example, at a touch of a button, the organisation can promptly states the workers' strength, and their categories called Cadre.
- ii. Opportunity to furnish the exact amount spent on personnel on yearly basis to government on interaction with Finance & Supplies Department. This used to be a serious annual budgetary problem for all Ministries and parastatals in Nigeria.
- iii. The distribution of staff in accordance with the geographical spread of States that make up the Nigerian federation.

c. Functional Objectives: The purpose achievable here are:

- i. Adequate numbers of staff would be allocated to important units, divisions or departments in accordance with the skills requirements, and could be supported with statistical figures from time to time thus, justifying concentration of staff in the area of need, this at the same time erase the notion of over-staffing.
- ii. Identification of areas of skills shortage.



d. Social Objectives: The staff welfare functions of Personnel Management are realised, especially in terms of:

- i. Provision of end of year gifts or bonuses, hence, easy administration of this function.
- ii. Allocation of staff quarters which normally done on basis of junior/senior category are effectively done.
- iii. The problem associated with inadequate allocation of transportation (staff bus) for purpose of conveying staff from place of residence to work and vice versa are resolved.
- iv. Monitoring of workers activities and easy appraisal of staff work.
- v. Retraining of workers in line with the modern ways of discharging their duties, thus eliminate redundancy, errors, delay, misplacement of important records, etc.

e. Personal Objective: This refers to opportunities that workers may gain as a result of new definition of work as a result of computerisation. Some of these benefits are:

- i. Workers promotions are guaranteed. The claims that a particular employee's file could not be obtained for one reason or the other would no longer be acceptable.
- ii. Difficulty in processing gratuity would be eliminated.
- iii. Problems associated with obtaining information for the processing of pension due for retirees are drastically reduced.
- iv. Selection of appropriate workers for skill development and improvement training are easily carried out. Workers are sure of when they would be sent on training.

#### 1.4 Personnel Management Activities

The activities of Personnel Management in public service are the same. Therefore, the objectives are homogeneous but tilt towards achieving the goals set out for the Ministry in their legal instrument (statute).

The main objective of the public sector Personnel Management will be harnessing human resources activities to the provision and maintenance of appropriate work force for the organisation so as to project the good image of government and services that Ministry is providing to the public on behalf of government.

The Personnel Management activities of Federal Ministry of Internal Affairs, Abuja is enormous thus, a whole department is designated as Personnel Management Department to undertake these tasks for the entire Ministry with exception of unified Departments, namely, Nigeria Immigration Service and Nigeria Prisons Service respectively.

The Department is the nucleus of the Ministry and activities ranging from estimation of human resource requirement, an activity done every year tag 'personnel budget' (estimates) are performed. With an idea of future needs, coupled with demands that may arise from transfer, promotion, demotion, lay off or even termination and dismissal.

Having secured government approval for the human resources requirement, adverts are placed to invite applicants to fill those vacancies. These positions are filled either by Federal Civil Service Commission, a recruitment agency for Public Service Office for graduates who enters on salary grade levels 07 and above, and by respective Personnel Department of each Ministry for recruitment of applicants to salary grade levels 01 to 06 respectively.

The process of advertising, receiving and collation of applications, followed by screening, selection and invitation of applicants for interview is conducted by Personnel Department. Subsequently, applicants who are successful in interview are issued with Letter of Appointment. The letter indicates conditions, terms, and other details as laid down by government. Hence, documentation is done. The employees' name is later sent to Finance and Supplies Department which responsible for payment of monthly salaries and wages.

The new employees is offered training - induction- and would be attached with a superior from whom they are expected to learn the various activities that takes place in that office. Further training are conducted as finance is made available from relevant agency to the Department. Rewards like overtime pay, vacations, additional training, etc. are offered having found the employees work and relationship interesting.

Personnel Management also ensure that good working relationship exist between workers and inform the workers of any change that affect working conditions. In present time, unionism is being encouraged to promote good working relationship for workers to give their best.



In all cases, employees' dissatisfaction are resolved by Personnel Department through various means. Instant abounds where Personnel Department enters into labour agreement to ease administration.

Each year, the Department conducts interview for qualifying candidates and issued letters of promotion to the successful ones based on criteria as stipulated in the extant rules and guidelines on promotion depending on the workers category and good recommendation arising from annual performance evaluation. The annual performance evaluation form is filled by each worker at the end of every year, rated and signed by the Sectional Head. The form thereafter is passed to the Divisional Head who countersigned the rating, finally, the worker sign to accept or reject the rating as provided in the form. This forms the basis of evaluation of worker's performance; and is one of the many factors consider for promotion.

Simultaneously, disciplinary action are taken on erring officer. Any officer allege of any serious offence are taken before appropriate Committee for adjudication. This is one major forms of controlling workers' misbehaviour in Public Service, thus, a candidate would not be invited for promotion interview if he/she is under disciplinary action.

### 1.5 **System Model**

A model is any simplified abstract of reality. It may be a physical object such as an architectural scale model or it may be what is termed a 'symbolic model'. Business models are symbolic models, which represent the operations of the organisation by sets of logically linked arithmetic and algebraic statements. Models are invariably computer-based and used the processing power of the computer to enhance a manager's analytical ability.

A system model for personnel management in public service will definitely encompasses all activities that seek to administer and manage personnel. To achieve this therefore, a computer package will be selected, designed and developed as applicable in government establishments.

The package shall have the following features:

- a. Production of Nominal Roll and responds to enquiries.
- b. Generation of structured and analytical reports on staff distribution according to States and Local Government, grade level and step, cadre, department, location, etc. It also reports on a combination of variables.



- c. Easy and safekeeping and referencing of staff records.
- d. Provision of on-the-spot answers to questions such as:
  - i. How many are we?
  - ii. How many were promoted
  - iii. How many are on a particular grade level step?
  - iv. How many are in particular cadre?
  - v. Who is retiring and when?

Development of this personnel management model is a collaborative effort between management and information specialists. In order to obtain the data to accomplish this task, combinations of data collection techniques, namely:

- a. Interview
- b. Questionnaire
- c. Document inspection, and
- d. Observation shall be utilised.

One of the reasons that cause for utilising all the above methods is that personnel management functions touch on all staff irrespective of their department, grade level, positions and locations. Furthermore, promotion which is the key factor that motivates employees to put in their best has become a mirage for workers hence, experience indicated that virtually all staff have missed one promotion at one time or another. This factor have therefore necessitated the facts to ensure that all staff are given opportunities to provide what they perceive as the causes of the delay or stagnation in their promotion.

It is believed that application of these data collection methods will provide both quantitative and qualitative amounts of data thus, accuracy in data collection that will aid in this research work is guaranteed. The software requires a Personal Computer and a Printer to become operational.

#### 1.6 **Scope of Study:**

This project would identify problems and provides solutions to various difficulties encounter in the present manual personnel management of staff records, namely, omission of names for promotion, incomplete records, retirement, increment, etc. and other ones as research unveil.

This project work will at the end makes the Department to determine at a touch of button:

- i. A comprehensive staff list showing the order of seniority of all the staff in each grade within each cadre in every year department by department and overall.
- ii. Cadre list for Staff.
- iii. Seniority list of Staff.
- iv. Any other report.

#### 1.7 **Limitation of Study**

The study will not cover salary for staff because of Decree Number 43 of 1988 on Civil Service Reforms which limits Personnel Management functions to appointment, promotion and discipline, as well as staff welfare respectively. The Decree excludes payment of salary by Personnel Management Department. The payment of salary and other expenditures is the statutory function of Finance and Supplies Department.

Furthermore, the study will not embrace the two Services arms of the Ministry: Nigeria Immigration Service (NIS) and Nigeria Prisons Service; because their personnel requirement is filled and managed by a board, that is, Immigration and Prisons Services Board (IPB). Furthermore, the Customs, Immigration, and Prisons Pensions Office shall not be covered. The reason is that the Unit is autonomous.

#### 1.8 **Problem Definition**

This section provides one of the procedures and tasks perform in any public sector personnel management division or department using Staff Record.

In Nigeria public sector, the staff, for ease of administration is categorised into two: Junior and Senior.

##### **Junior**

At beginning of every year, Personnel Management Department announces the availability of the Combine Confirm examination form for members of staff who are interested in the examination. Any staff who overdue, collects, fill, and return the form within the specified periods.

The forms are processed and the examination numbers issued to staff. An external body, Office of Establishment and Management Services, conducts the examination, the Office later release the results to the Personnel Management Department of each Ministry as soon as it is ready.

Details of this are not required for this work.



Successful candidates' names are later use to process his/her Promotion, via a Committee in a Junior Staff Committee promotion meeting. Other factors consider for junior staff promotion exercise is the number of years {which is two (2)} staff has spent on the grade level and availability of vacancy positions in the grade and cadre.

Promotion letter is thereafter issued to the successful candidates (junior)

The disciplinary cases of affected staff are considered during the same sitting of the JSC Promotion meeting.

### **Senior**

In this category, a *Call* letter is issued by the Director of Personnel Management to other Departments of the Ministry informing them of the Personnel Department's contemplation to conduct interview for officers on Grade level 07 - 14 at a stated date; and forwarding of the list of the officers' who are due with their recommendations within specified time to the Director of Personnel Management, accordingly.

Each department send in officers' names along with Annual Performance Report for the previous three years with their scores. The maximum scores for the three year is 30%.

Further processing, which are purely clerical follows. All these are performed before the interview day:

- i. Scrutiny of the list with recommendation for orderliness. Any rejections were sent back to various department heads for clarification or for further action as necessary.
- ii. Sorting and compilation of officers' names based on cadre and vacancy positions.
- iii. Writing of joint briefs for each cadre.
- iv. Vetting and verification of brief to ensure conformity with the extant rules.
- v. Submission of the compiled lists to the Director, PMD for final approval.

Each department makes use of the current Nominal roll to select the officers who are due for the Promotion.



**Omission/Special cases** These are situations where officer(s) who qualified could not participate in the last promotion interview probably due to:-

- i. Impending Disciplinary cases.
- ii. Failure by officer to attend interview probably due to ill health, or communication gap.
- iii. Disqualification.
- iv. Oversights.
- v. Late submission of names.

### **Preparation for Conducting Promotion Interview**

Having received and approved the comprehensive officers' lists for Promotion interview, the Director of Personnel arrange for the interview by liaison with the SMC committee members and the Federal Civil Service Commission of the Ministry's readiness for that year's promotion interview exercise at a particular date. This is contain in a letter written and signed by the Director on behalf of the Honourable Minister, to the Commission.

#### **• *During interview***

An aptitude test is conducted in writing for all candidates and marked. The scores obtained be each candidate is added with average Aper score to obtain the Total Scores.

The SMC Committee in the presence of Commissioner for Federal Ministry of Internal Affairs, agreed on *cut-off marks* after due consideration of the interview results. A written report is produced containing the names of all the participants on cadre by cadre to the Federal Civil Service Commission. The Commission ratifies the result and cause the Ministry through the Department of Personnel Management to issue a Letter of Promotion to the successful candidates.

#### **• *After interview***

The Director of Personnel Management Department, having received the ratified promotion document on behalf of the Ministry, prepared, signed and issued the Letter of Promotion to the successful candidates as approved by the Federal Civil Service Commission on the basis of:-

- a. *Notional Promotion*: A Letter of Promotion showing that the promotion is back-dated to date as written on the document. It is issued to officers who fall into special cases/omission group as explained in the above.

b. Effective Date of Promotion: This is the actual letter of promotion showing that the promotion of an officer is commencing immediately from the date specified in the document.

The Letter of Promotions are despatched to the successful candidates through their various Departmental Heads (Directors). This signifies the completion of promotion exercise for that year.

The Letter of Promotion issued is thereafter utilised to update the status of the successful candidates in their various files and nominal roll. Other copies of it would equally be sent to Finance and Supplies Department to adjust the salary of the successful candidates to commensurate with their new grade.

The illustration above shows the importance of the Nominal Roll as a powerful tool in the administration and management of personnel functions in Nigeria public service.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Historical Background of Federal Ministry of Internal Affairs

The Federal Ministry of Internal Affairs came into being in 1956 with the merger of Prisons, Immigration and Fire Services. Since then, it had undergone series of changes. Additional function had been added to it, while some had been removed and put elsewhere.

According to Federal Government Official Gazette No. 42 Vol. 73 of 25th August, 1986, the Ministry of Internal Affairs is charged with the various responsibilities. To discharge these functions, the Ministry has been structured into seven (7) departments and four (4) specialised units. These departments and units are Personnel, Finance and Supplies, Planning, Research and Statistics, Prisons, Immigration, National Civic Registration and Citizenship and Business. The four (4) specialise units are Legal, Audit, Immigration and Prisons Board and the Pensions Office.

The twenty functions of the Ministry has been assigned to various departments and units to discharge. The Ministry derives its strength from departments and units because, individual and corporate bodies seeking for these services do not have alternative anywhere. Of the seven (7) departments, three are common service departments, while four are operational departments. The service departments are Personnel Management, Finance & Supplies, and Planning, Research & Statistics. The operational departments are Prisons, Immigration, National Civic Registration, and Citizenship & Business. It is through the operational department that the Ministry discharges its statutory functions.

The Ministry has two Honourable Ministers as the political head. They are responsible for general and overall direction, supervision and execution of the policies, programme and activities of the Ministry. The Permanent Secretary is to mobilise men, money and materials to ensure that the efficiency target of each department is set. He is the Chief Adviser to the Honourable Ministers, while the Directors are the Principal Advisers.

In discharging these functions, the Permanent Secretary rely on the ability of each Director and Unit Head to mobilise those in their department and unit by offering good leadership and team work.



## 2.2 **Personnel Management Department**

The Personnel Department is one of the service departments and hence, the nucleus and most strategic; its responsible for the general administration of the Ministry, especially human resources management. Already, two divisions are established to effect the task:-

- i. Appointment, Promotion and Discipline, and
- ii. Training and Staff Welfare.

Also floated are four key committees to handle specific tasks:

- i. Personnel Management Board;
- ii. Senior Staff Committee;
- iii. Junior Staff Committee - Headquarters - and
- iv. Junior Staff Committees- Local.

At the top level of the committee of the department, the Personnel Management Board is charged with the responsibility of co-ordinating staff on Level 14. The committee is made up of the Honourable Minister, the Permanent Secretary, and all the departmental heads - Directors - and the Legal Adviser of the Ministry as member.

Senior Staff Committee: This committee only sees and care for officers on Grade Level 01-12 the Permanent Secretary is the Chairman with some Directors to assist and Legal Adviser of the Ministry whose duty is to represent the Federal Civil Service Commission as member.

The Junior Staff Committee: The junior staff (Headquarters and Local) sees to the affairs of junior staff base on their area of service in the headquarters level. The director head the Junior Staff Committee (Headquarters), while the most senior officer handle the Junior Staff Committee (Local).

The Committees rely on Nominal Roll, that is, the subject of this research work, to carry out their appointment, promotion and disciplinary functions.

## 2.3 **Significance of Computer in Personnel Management**

Computer has many numerous roles to play in personnel management just as it impacts other professions. A part from preparation of various types of reports like minutes of meetings, progress reports, and newsletter of different type with word processing; the database management system, a system that manages large amounts of data to produce meaningful information with the use of database

software also demonstrates the relevance of computer in personnel management activities.

The task of personnel management entails gathering of data and subsequent manipulation of the data to produce outputs that assists Officers in their functions like organising, co-ordination and decision making. The database software is a useful computer program that can provide solution to the problem of keeping an up-to-date record of all staff in the Federal Ministry of Internal Affairs in a matter of seconds, as well as the printing out the information, if necessary.

The database software required less time to design, feed in all the data, as well as to produce reports of any kinds once appropriate data to enquire on are in the base. The Microsoft Access database management software on Windows '95 Operating System shall be used in this project work to demonstrates the application of computer in Personnel Management Department.

The roles that computer plays in the personnel management in the art of human data resources and production of various types of reports which shall be covered in this project work are as stated below:

- ◆ Provision of Composite list of staff from grade level 1-17,
- ◆ Provision of the disposition list. This is a periodical report list on certain aspects of the employees of the Ministry on the basis of name, sex, designation, grade level, date of birth, date of first appointment, date of present appointment, remarks, etc.,
- ◆ Provision of seniority list for workers due for promotion,
- ◆ Provision of departmental list of staff,
- ◆ Other Ad-hoc Report.

It should be noted that there are many roles of computer in personnel management apart from those indicated above. The above stated roles are limited to the involvement of database management software such as Microsoft Access, as the requirements in the Personnel Management Department, Federal Ministry of Internal Affairs, the case study indicates.



## CHAPTER THREE

### SYSTEM ANALYSIS AND DESIGN

#### 3.1 System Methodology

This section highlights the tools used to gather the data and its subsequent analysis. Like other projects of this nature, various data collection techniques as stated below were utilised:

- i. Interview: This technique was used to identify objectives, problems/constraints, allocation of duties, and failures in the existing manual staff record operation. Two Administrative officers, the Assistant Director and the Chief Administrative Officer who are middle management officers in Nominal Roll Unit of Staff Welfare and Training Division were interviewed.
- ii. Questionnaire: This was designed appropriately for Executive officers on grade level 6 to 10. Each Nominal Roll Unit consists of four members of staff, hence, they occupy operational management level. Their grade level range from 06 to 10. They all see to the production of accurate staff list. The head of nominal roll unit of each department is the officer on grade level 10 (Principal Executive Officer II), who is answerable to the Chief Administrative Officer (SW), salary grade level 14. The Chief Administrative Officer is responsible to the Assistant Administrative Officer (Staff Welfare), salary grade level 15, he is the overall head of Staff Welfare Section. Nominal Roll is a sub-section (unit) of the Staff Welfare of the Ministry. In all, twenty questionnaires were distributed and were returned; eighteen were properly filled and two mutilated. This method provided understanding of procedures to enlist staff names unto nominal roll and subsequent updating. Nevertheless, volume, the typical output reports produce, the frequency and the distribution of the reports were known. In addition, the only form in use and the intermediate stages of the whole processing were identified.
- iii. Special Record Inspection: Documents such as Secret files, Circulars' File, and extant rules were searched. This technique was utilised to see the format and layout of the previous staff

lists, volumes, frequencies, the time at which document arrive into the Unit and the time it departs. The type of enquiries from management and other external Agencies (Office of Establishment and Management Services, Federal Character Commission, Federal Civil Service Commission), that made request, and the time taken to provide the information required, as well as the average numbers of copies provided on such request.

- iv. Observation: This was used to see the live processing of the nominal roll system by staff. This "seeing eye to the job" method was done for two days at peak period. The methods provided opportunity to identify exactly what happens: checks and controls to avoid duplication, order of arranging names, the machinery/equipment in use, etc. Also noted were employees feelings, attitude to work and time taking to provide a current staff lists. This study was conducted in both the Registry and the Nominal Roll Unit.

### 3.2 Existing System

The present manual nominal roll processing can be stated as follows: When a new staff were employed, the Director of Personnel issued a written instruction to the Officer in charge of Registry to document the new staff. The documentation involves opening of a personal and confidential files for each new employee where copies of application letter, letter of invitation for interview, and letters of offer of appointment and other necessary supporting documents are obtained and enclosed in the said files. There is a form called 'Record of Service' which is filled by the new employee(s) and crossed checked by the Registry officer for appropriateness. Once completed, the Files are numbered serially and designated as 'personal and confidential (secret) files' respectively. The personal file, by regulation, is kept in Open Registry and can be conveyed by the owner at anytime. In the other hand, the second file, i.e. secret file is kept in another office, Secret/Confidential Registry. Under no circumstance must any employee handle this file; the file contains sensitive information about the employee.

Subsequently, names are extracted from the file unto a device called 'kalamazoo' that serves as tentative list of staff in the Ministry. The order of



arranging names is serial under each alphabetical letter. The information stated in kalamazoo are: file number, surname and other names.

Having completed the documentation process, the 'open' file is sent with a written instruction to the Nominal Roll Unit advising for further action, i.e. inclusion of the new employees' name(s) unto the Nominal Roll. Hence, standard staff list based on bio-data, dates and employment details are culled from the personal file.

Updating of nominal roll occurs when staff are elevated, demoted, re-deployed, or changed employment i.e. resignation or retirement. Removing any staff names from staff list emanate from sources such as resignation, placing staff on suspension, dismissal, termination; protracted illness with certification of job unfitness issued by the Medical Board or untimely death. It could also result from re-deployment to another Ministry. In the latter case, records are maintained on employees so affected for possible future use.

Finally, staff list updating and subsequent production are done depending on the requirement as contained in the directive issued by the management and any other external government agencies. Whatever the cause of amendment to staff list, amended staff list in specified numbers are produced and distributed in copies, and at least one copy retained by the Unit for future reference or reproduction.

In summary, the existing system uses only one form called Record of Service inherited from British colonial masters where all details of employee is kept and updated; from which employees' bio-data are extracted to produce staff list or nominal roll. Various portions of the form served as input, processing and output respectively.

### 3.3 **Systems Analysis**

The data collected was analysed. The objectives of the system as well as constraints were reviewed and procedures identified. In preparing staff list manually, the following problems were encountered:

- ◆ Repetitive task of staff listing.
- ◆ Difficulty in maintaining accurate nominal roll.
- ◆ Misplacement of staff list prepared at one time or the other.
- ◆ Delay in production of reports and copies when required.
- ◆ Failure in arranging names in proper orders.

- ◆ Increase in number of errors while preparing the staff list.
- ◆ Overlapping of workers' responsibilities.
- ◆ Difficulty in producing staff list by designation/cadre.
- ◆ Identification of staff due for promotion, retirement, etc is another problem.
- ◆ Staff strength cannot easily be identified.

### 3.4 **Feasibility Study**

The feasibility study on the existing system was carried and thorough assessment of all possible alternative solutions appraised. For this staff list project, operational, technical and economic feasibility studies were undertaken:

- i. Operational Feasibility: This identified workability of the proposed information system when developed and installed.
- ii. Technical Feasibility: Here cogent specification is made on technological equipment with software needed and personnel requirement.
- iii. Economic Feasibility: This is the cost involvement.

### **Cost and Benefit Analysis of the Proposed System**

#### i. Equipment Costs

Purchase of :

▪ 2 Nos. Personal Computers	180,000.00
▪ 1 No. Matrix Printer	70,000.00
▪ Computer Furniture	150,000.00
▪ Ancillary equipment: UPS, etc.	70,000.00
▪ 2 Nos. 2HP Air-conditioning	60,000.00
▪ Fire Extinguisher	50,000.00
▪ Fire-proof Cabinet	<u>20,000.00</u>
<b>Sub Total</b>	<b><u>N600,000.00</u></b>

#### ii. Personnel Costs

▪ Training of Nominal Roll Units members of staff, including course fees, and materials	150,000.00
▪ Staff expenses, e.g. travelling, accommodation and meals.	60,000.00
▪ Miscellaneous expenses	<u>100,000.00</u>
<b>Sub Total</b>	<b><u>N310,000.00</u></b>



### iii. Installation Costs

Costs of:

▪ altering existing office layout i.e. partitioning and Site Preparation (Burglary, etc.)	100,000.00
▪ doubling electric fittings and window blind	40,000.00
▪ erection of air-conditioner, extinguishers, etc.	20,000.00
▪ installation of computer system, software and ancillary equipment: UPS, Printer, etc.	<u>20,000.00</u>
<b>Sub Total</b>	<b><u>N180,000.00</u></b>

### iv. Development Costs

▪ Acquisition of Database software and customisation	100,000.00
▪ Consultant fees	30,000.00
▪ File Conversion, testing costs, etc.	60,000.00
▪ Miscellaneous expenses	<u>20,000.00</u>
<b>Sub Total</b>	<b><u>N210,000.00</u></b>

### v. Operating Costs

▪ Supplies (stationery, print ribbons, diskettes)	60,000.00
▪ Programme Maintenance	30,000.00
▪ Computer Maintenance and cleaning of peripherals	40,000.00
▪ Staff Allowances (4 operators) @ N15,000.00 annually, for each operator.	60,000.00
▪ Electricity, standby services and insurance.	50,000.00
▪ Contingency costs	<u>60,000.00</u>
<b>Sub Total</b>	<b><u>N300,000.00</u></b>

### **Grand Total**

**N1,600,000.00**

### **Benefits of the Proposed System**

- ♦ Faster preparation of staff listing
- ♦ Elimination of records misplacement
- ♦ Easy maintenance of staff records
- ♦ Elimination of repetitive work
- ♦ Easy determination of staff strength
- ♦ Generation of staff information in any form required.

### 3.5 System Design

Approval of feasibility report submitted to the management triggered off the design. System Analyst embarked on the job using his skills, knowledge to actualise the computerisation and application of tools like, structured English, flowchart to describe procedures in writing as well as in drawing where necessary.

The design approach utilised was **organisation chart** as enumerated by *Blumenthal* in his work. This approach matches the departmentalisation of public organisations in Nigeria where each Division performs distinguishing functions from others as outlined in Decree number 43 of 1988 titled "Civil Service Re-organisation Decree". The Decree stated that the Personnel Management Department of any Ministry's functions is basically on management of human skills. The design of this project work was best handled through a working back from output via processes to obtain input specification.

#### i. Output Specification

This is very relevant in any information system because the users needs are provided. The output specification include:

- ◆ Staff list or Nominal roll. This is the comprehensive list of all employees in the Ministry, starting from the grade levels 17 to 01. It is title as "Comprehensive Nominal Roll".
- ◆ Disposition list. This is the list of staff on the same grade level arrange in order of seniority, that is, Date of Present Appointment. Example of this is the Disposition list of Directors.
- ◆ Departmental list of staff. The list shows the names of staff in each department. Example provided here, is that of Department of National Civic Registration.
- ◆ Staff due for retirement. This list is important as all overdue staff for retirement are filtered and produced accordingly. The criteria for identifying the staff due for retirement, are, Date of Birth and Date of First Appointment. If a member of staff is sixty years or has spent thirty-five years in Service, their names shall eventually be included in this list.
- ◆ Cadres' List. Principally, the Civil Service which the Federal Ministry of Internal Affairs is one consists of two cadres: Officer (Administration) and Executive (Assistant Officer). The Administrative cadre includes Staff whose



basic qualification is University degree. In other hand, any employee that hold Polytechnic diploma including Higher (National) Diploma, WASC, as qualification belongs to the Assistant cadre. Two lists titled: "Administrative Officers' List and Executive Officers' List" are produced respectively.

- ◆ Ad-hock Report: The system analysis phase did obtain one ad-hock report apart from those stated above. Enquiry indicated that the report is mainly used when an employee died and the Ministry decides to pay gratuity to the family of the deceased. Thus, the particulars of the Spouse(s), Children, Next of Kin(s) are culled from the Staff Record. This project work, therefore, made provision for one. The report title is "Adhoc Reports on Staff".

All these reports are included in the Appendix C.

## ii. File Specification

File specification provides detail about medium, process and access mode. In this staff list project, the magnetic medium used was disk. The files were processed interactively, organised randomly as mostly popular on the medium used.

## iii. Input Specification

This is the medium to describe the data that enters the system for processing. The main input identified were certain number of database files, namely:

**Staff Information.** The file contains the bio-data of the entire employees.

**Departments.** Departmental details. **Spouse.** Details of employees' spouse are contained therein. **Children.Dbf.** Details on employee's children. **Kin.Dbf.** The particulars of employee's next of kin.

## 3.6 Software Used

The application package utilised for the development of this project is the Microsoft Access Relational Database software. The software was chosen because of its affinity to manage, maintain and stores large pool of data to provide all that is required for the operational and managerial control of the organisation that generates voluminous data, like staff names of this nature. Similarly, the software is that type that runs on Windows 95 or 98 operating system. Furthermore, the output produced by the relational Dbase software is 'tabular' which fits the personnel management staff list reports.

## **CHAPTER FOUR**

### **SOFTWARE IMPLEMENTATION**

#### **4.1 Introduction**

This chapter provides opportunity of bringing all the efforts from the task of project selection, system analysis and design, acquisition and subsequent customisation of the database software together. Also, transfer from the existing manual nominal roll system to the electronic files, including staff training, documentation, as well as provision of adequate support and maintenance to the new system shall be examined. In addition, limitations of the new computerise nominal roll system would be specified.

#### **4.2 Programming**

Actual programming was not done. A Microsoft Access relational data base software was acquired and customised. This was done because the software fits the Ministry's requirement as exposed in the system analysis phase. The type of operation the Federal Ministry of Internal Affairs' Personnel Management Department's perform on its nominal roll is that which provide scheduled listings and demand reports, which on study, possessed the following characteristics:

- ◆ The reports that is accurate, timely, complete, concise and relevant
- ◆ The reports must provide room for expansion and growth.
- ◆ The results must meet the Users' requirement.

Serious efforts were made to incorporate many checks and controls within the capability of the software employed.

Considering the Microsoft Access involved in this project, therefore, most of the files were generated using its Wizards. Occasionally, files were built from scratch. Hence, tools such as Data Model, Entity Relationship Diagram were used for database design. For the analysis of the nominal roll, the Data Flow Diagram was equally used. This and the Data model with Entity-relationship diagram are in Appendix B at the back of this project report.

#### **4.3 System Testing**

The software was tested with all known data and the various results obtained compared. Any variation was probed and corrected until it was



satisfactorily accepted. In fact, the *phase changeover* technique that was unanimously agreed upon for conversion made system testing easier, it was projected that mistakes resulted in conversion of one Department staff records would be corrected and prevented as changeover progresses.

#### 4.4 **Changeover**

The conversion from manual processing of a system to the electronic files is called changeover. Actually, there are various ways of accomplishing this task, in this nominal roll system, therefore, the technique adopted was phase changeover. The reasons are stated below:

- ◆ To provide opportunity for full participation of the staff in both the Registry section and Nominal Roll unit to avoid project failure
- ◆ To convert the operation piece-by-piece since each Department have its separate Nominal Roll Unit.
- ◆ To reduce disturbance in the official work.
- ◆ To reduce the risks and provides room for submission of comprehensive nominal roll details on staff situated in different locations.
- ◆ To provide opportunity for the System Analyst to learn from mistakes emanates in the conversion of previous records.
- ◆ To adequately exerts controls and integrity on the system under consideration.

A point worth of mentioning is the extension in the time taken to complete the conversion phase, and change in staff attitude when they understood that all of them would not be in charge of computer system.

#### 4.5 **Staff Training**

Training of staff was undertaken as the conversion was going on. This was because the Ministry disallowed training of all these members of staff at once, owing to their duties in their various Departments.

As a result of this, the training was scheduled such that the Departments that it staff list will be converted next were trained before the actual conversion of their staff records. The approach helped the staff and management to understand the importance of supplying accurate data into the system.

The following staff, namely: the Assistant Director, Chief Administrative Officer and Principal Executive Officer II, were first trained on the various output produced by the new system and its interpretation. Seven members of staff were trained in this category.

Other members of staff across the departments in the Ministry in nominal roll units were equally trained. They were staff on grade level 07 and 08 for a period of one week, ten in all.

Five junior officers on grade level 06 were trained together for the duration of two weeks. The best two among them were later to serve as Computer operator. Thus, in the event of absence, sickness, or vacation, the operation will continue.

During the training session, all available aids were used. The training was appraised and evaluated. The training was conducted outside the premises of the Federal Ministry of Internal Affairs to avoid any forms of distraction. They all gave encouraging remarks and expressed their support to make the new system a success.

Furthermore, the staff trained were allowed to participate actively in the conversion i.e. data entry of the staff records into the computer. Their attention was drawn to various messages computer generated when a wrong data were fed into the system. This singular act made the staff to understand more some of the controls and checks in-built into the software and system as a whole.

Finally, the Personnel Management Department was advised to make promotion of these operators a priority as part of motivation. Also emphasised was the provision of regular training for operators to update their skills, so that benefits accrued from the computerised nominal roll is realised, thus, the Ministry's huge investment would not amount to a waste.

#### 4.6 **Documentation**

This is the final stage in a project. Actually, various documents including information on forms for a given project are brought together for future reference. Documentation is very important in the project because it is a bye-product of the entire system development that aids maintenance and modification of the program in its lifetime. In this nominal roll project, three types of documentation are identifiable namely: the system specification manual, the program manual and the operation or training manual respectively.



The System Specification Manual: The following were included:

- i. Preliminary information.
- ii. Objectives of the nominal roll system, constraints and benefits.
- iii. System description: written and graphical illustration.
- iv. Detail specification of files – input, output, master, and documents – source and output,
- v. Checks and Controls, and
- vi. Implementation Strategy.

All the above information is contained in this project report.

The Program Manual: This shows the details on the lines of codes on all the modular programs which driven the entire system. The various diagrams that represent this are in Appendix B.

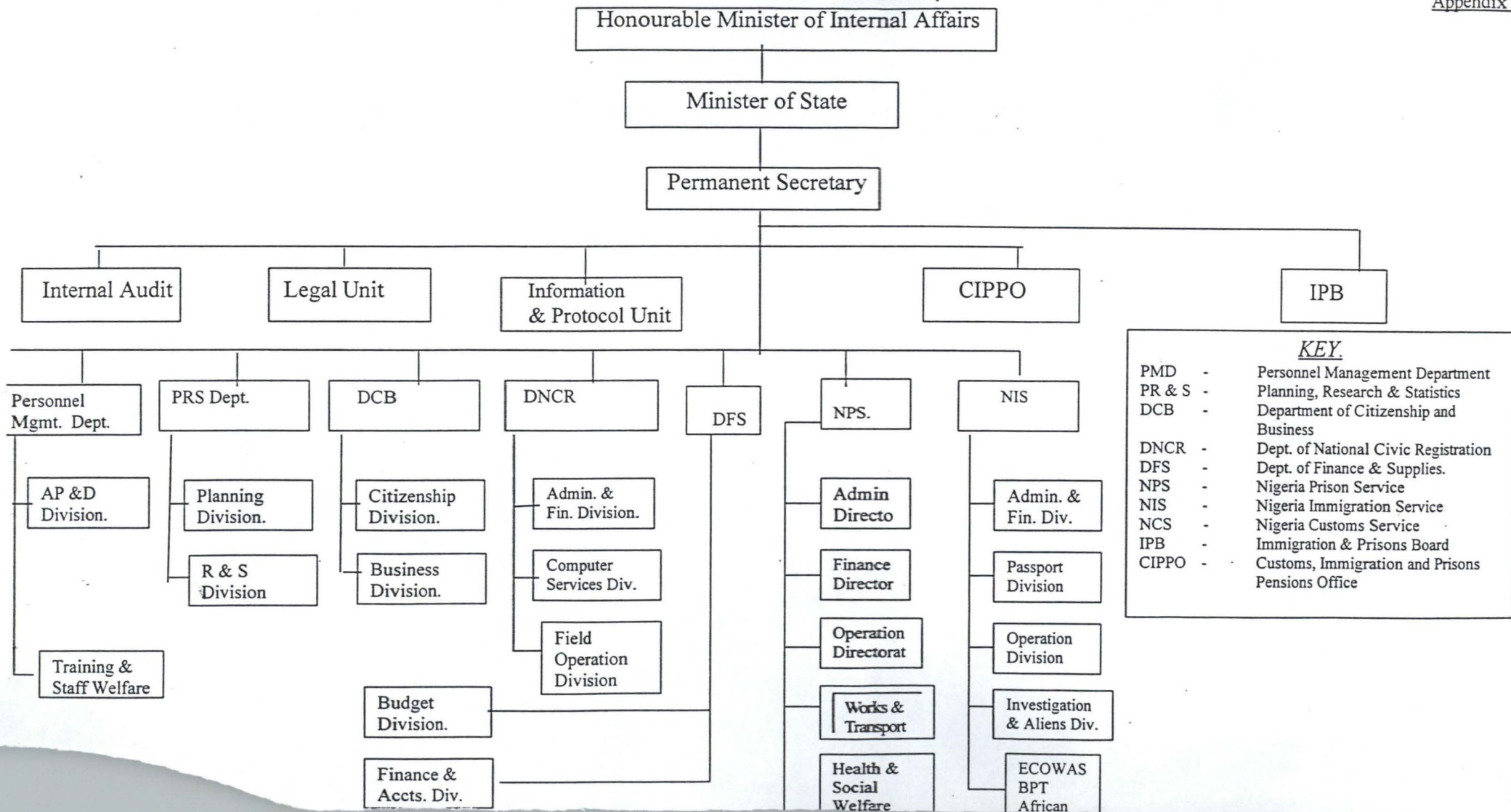
The Operation Manual: The step-by-step description on how the system will be operated is outlined in this manual. Details on how to run this nominal roll system are stated below.

- i. Activate your computer loaded with Windows '95 or '98 software.
- ii. From Windows '95 or '98 Desktop, Click the Start button on the task bar.
- iii. Click on icon labelled "Programs >" and observe the programs pull down menu display on the screen.
- iv. Click on icon labelled "Microsoft Access" having a key symbol. The mouse pointer changes and Microsoft Access appears on the desktop. Thus, the system loaded the software for you.
- v. Insert the diskette into the floppy disk drive.
- vi. From the file menu pull down, click 'open database command...'
- vii. From the Open Database Dialog box, click on floppy disk icon in "Look in" box. This lists all files available on the diskette by the left hand side of the screen.
- viii. Click on Nominal Roll System follow by Open Push button. A database box appear on your screen with the title 'Nominal Roll Database System' on top of it.

The program will now guide the user from this stage.

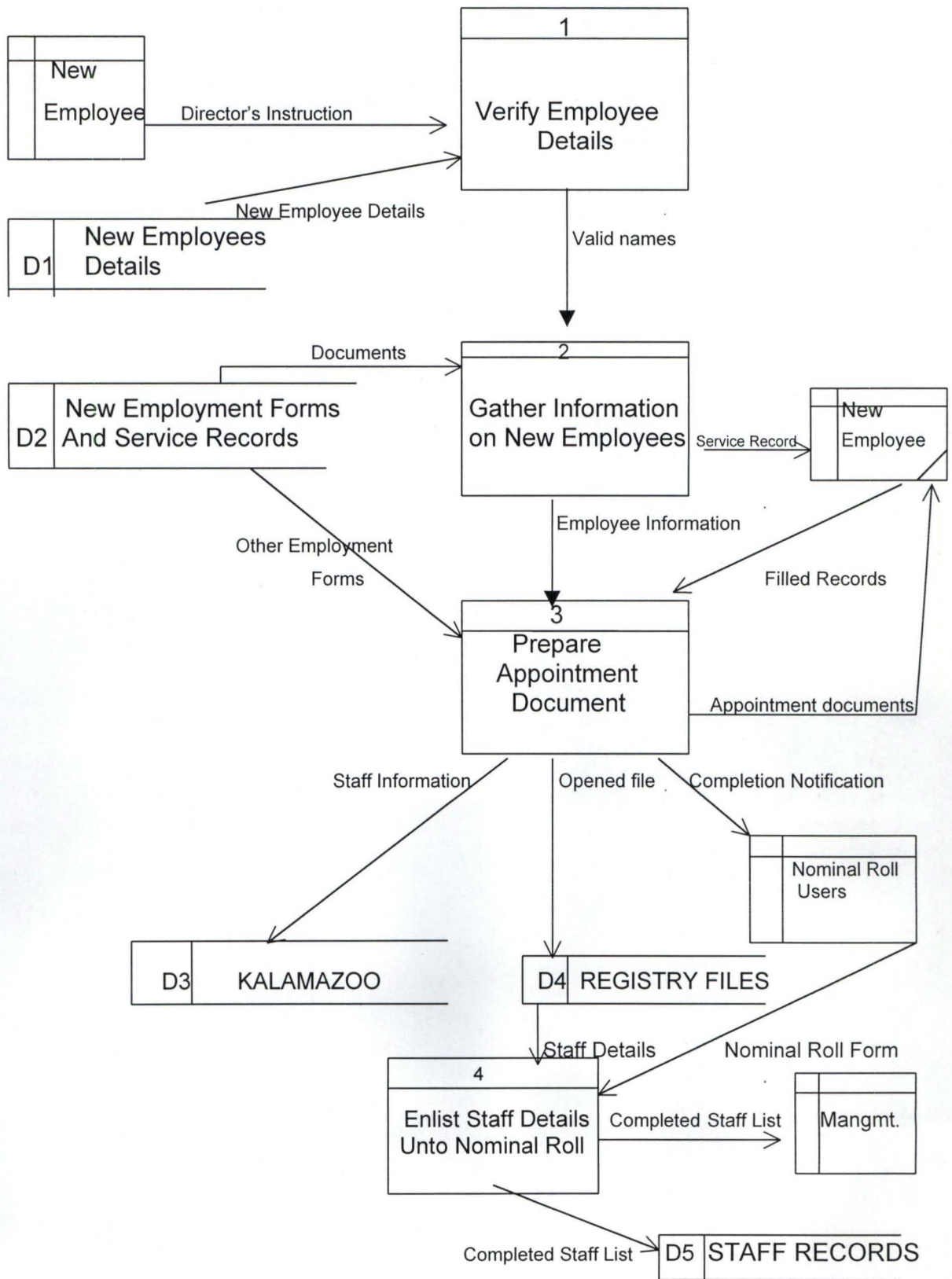
# ORGANISATIONAL STRUCTURE OF THE MINISTRY OF INTERNAL AFFAIRS

Appendix 'A'

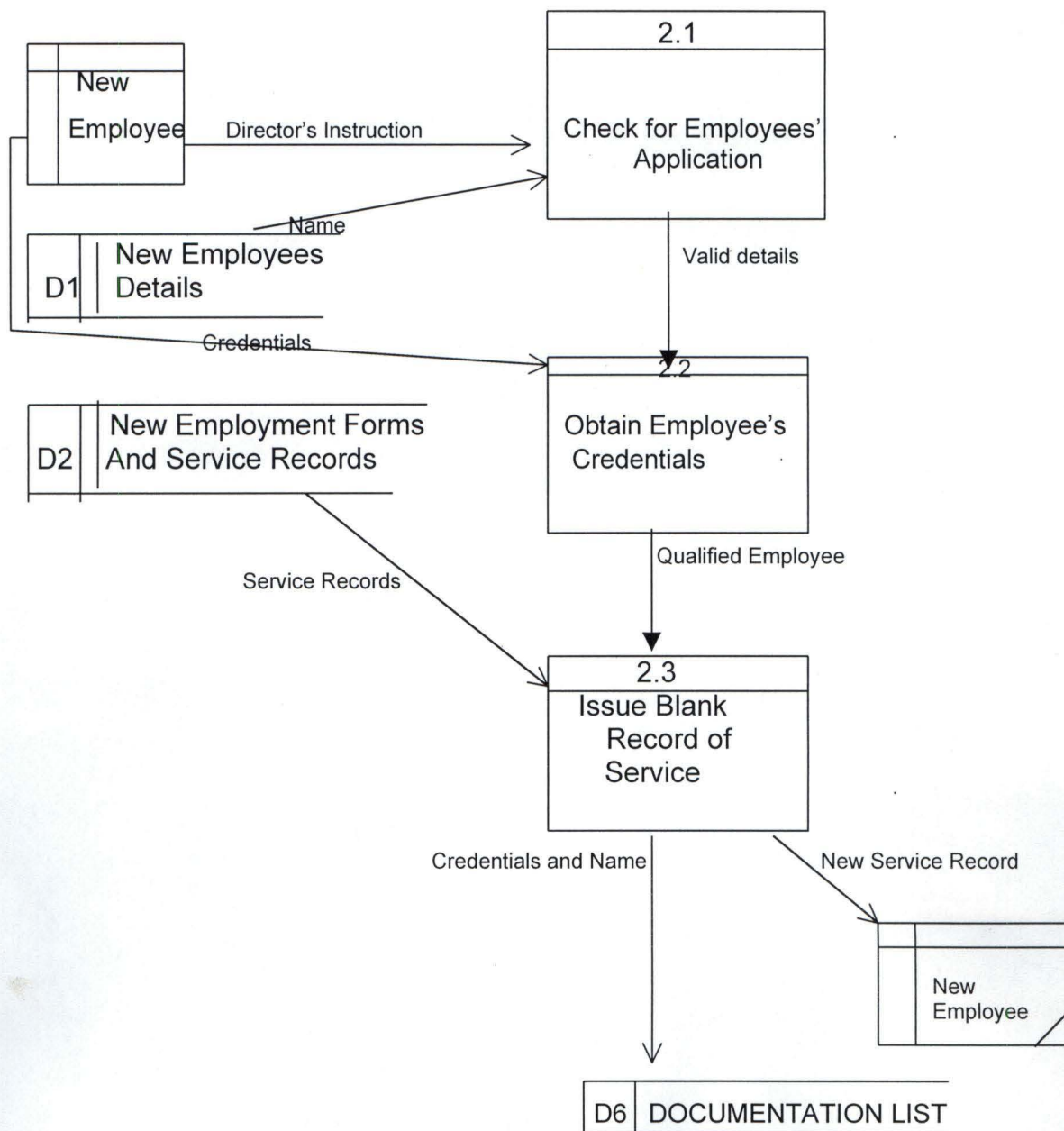




**CONTEXT LEVEL DATA FLOW DIAGRAM**  
**FOR MINISTRY OF INTERNAL AFFAIRS'**  
**NOMINAL ROLL PROCESSING**

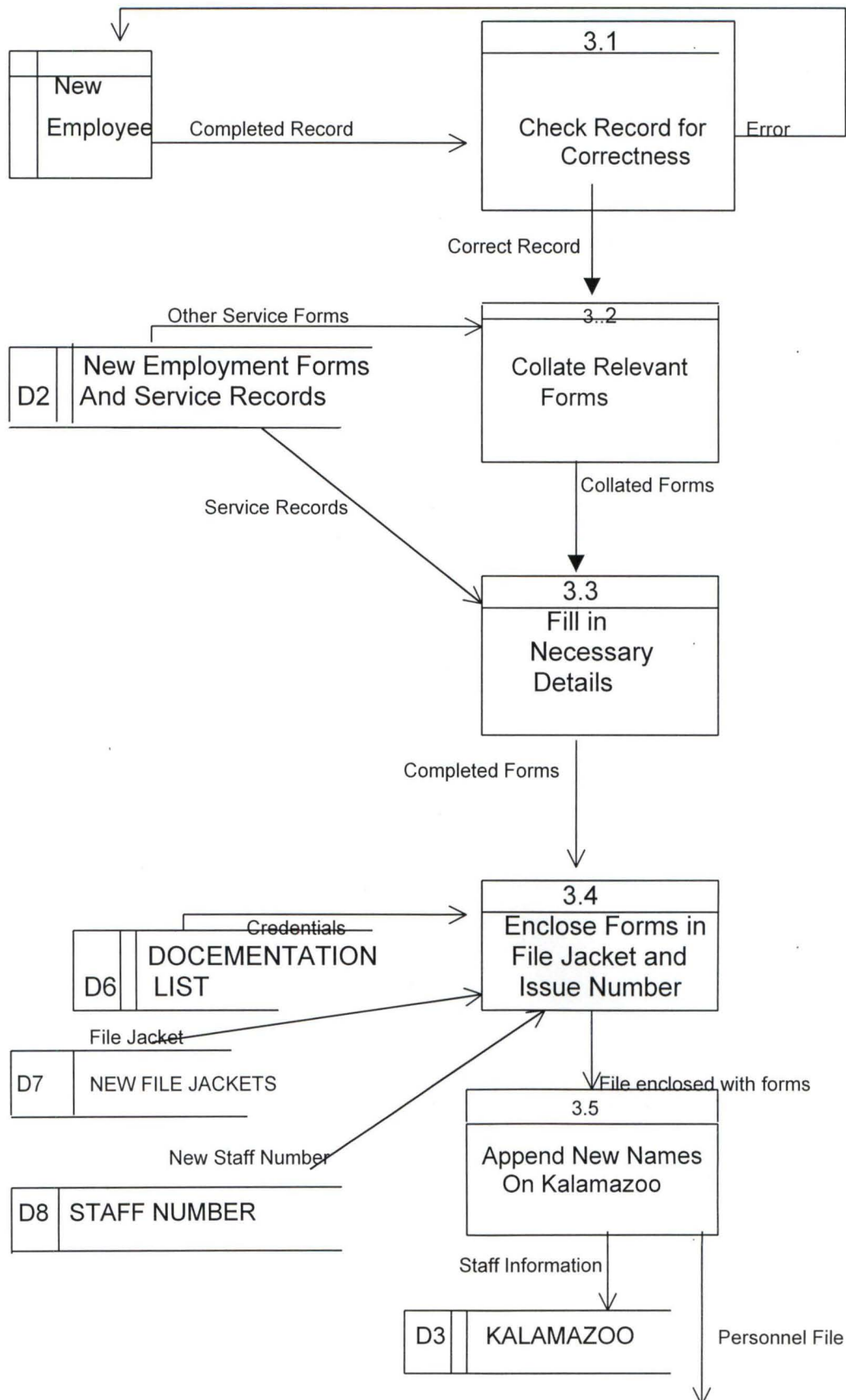


**LEVEL 1 DATA FLOW DIAGRAM**  
**FOR PROCESS 2: GATHER INFORMATION ON NEW EMPLOYEES FOR**  
**DOCUMENTATION**



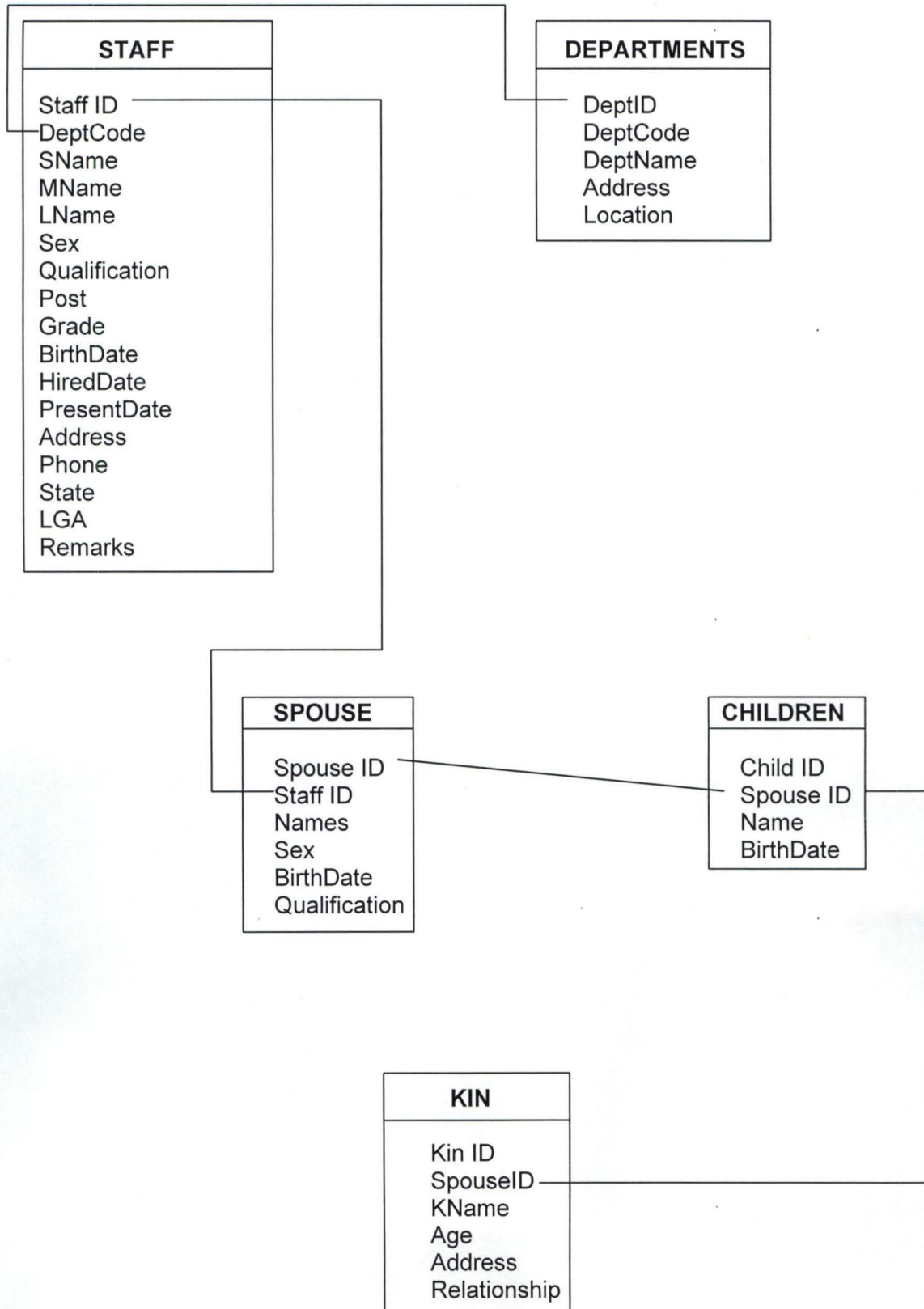


**LEVEL 2 DATA FLOW DIAGRAM  
FOR PROCESS 3: PREPARE APPOINTMENT DOCUMENTS**



## DataBase Files

Appendix 'B'





# Comprehensive Nominal Roll of FMIA

Surname	Middle N	Last Name	Male	Post	Grade	Birth Date	1st Appoint.Date	Present Appontment	State	LGA
IMIANVIAN	OMOBOLA	ALICE	<input type="checkbox"/>	DIRECTOR	17	3/15/48	6/16/72	1/1/93	OGUN	IJEBU-ODE
BAMANGA	AHIDJO	AHMED	<input checked="" type="checkbox"/>	DIRECTOR	17	1/6/48	1/7/77	1/7/94	ADAMAWA	YOLA
IJERUH	JONATHA	ENIYE	<input checked="" type="checkbox"/>	DIRECTOR	17	6/14/47	12/6/72	1/10/95	DELTA	ISOKO NORTH
OGBOLE	JOHN	OGUCHE	<input checked="" type="checkbox"/>	DIRECTOR	17	1/5/48	10/24/69	10/3/97	NASSARAWA	KEANA
KAIAMA	ABUBAKA	ABDULAH	<input checked="" type="checkbox"/>	DEPUTY DIRECT	16	2/13/46	1/4/64	1/1/94	KANO	KANO
MOHAMME	ABDULAH	MUSTAP	<input checked="" type="checkbox"/>	DEPUTY DIRECO	16	9/15/40	8/15/84	5/19/94	NASSARAWA	LAFIA
KARIM	AL-RAHA	ABDULLA	<input checked="" type="checkbox"/>	ASST. DIRECTOR	15	1/2/46	1/7/64	10/12/92	ADAMAWA	D/TOFA
AKINGBAD	OLUYEMI	AKINOLA	<input checked="" type="checkbox"/>	CHIEF. ADMIN. OF	14	7/9/41	3/5/62	1/1/97	OYO	OYO
ADUSEUN	OYE	ELIZABET	<input type="checkbox"/>	PRIN. EXEC. OFFI	12	10/13/41	2/10/63	1/7/93	LAGOS	ISLAND
EDZUWAH	RACHAEL	CHRISTIA	<input type="checkbox"/>	PRIN. EXEC. OFFI	12	2/26/60	4/8/82	1/10/95	RIVERS	PORT-HARCOUR
ANAKARA	PHILIP	OCHE	<input checked="" type="checkbox"/>	PRIN. EXEC. OFFI	10	12/25/48	7/27/72	1/7/93	ANAMBRA	AHIAZU
AGUDA	YINKA	ALEXAND	<input checked="" type="checkbox"/>	SENIOR ADMIN. O	10	10/29/60	10/26/84	1/7/93	ONDO	AKURE
FATOYINB	MICHAEL	EREPO	<input checked="" type="checkbox"/>	ADMIN. OFFICER I	08	1/25/65	12/22/88	1/7/94	ONDO	AKURE
KATAYE	AKANFE	MOTUNR	<input checked="" type="checkbox"/>	DATA PROC. OFFI	07	12/7/66	9/11/87	1/1/98	KANO	KANO
OKOLOHO	SAMSON		<input checked="" type="checkbox"/>	CLERK I	06	7/16/67	9/1/90	1/7/94	KOGI	OLAMABORO
IDAHOA	ISACC		<input checked="" type="checkbox"/>	CLERK III	04	1/1/37	5/15/91	5/15/91	BORNO	MAIDUGURI
NMA	EMMANUE		<input checked="" type="checkbox"/>	MESSENGER	02	3/5/59	1/4/82	1/4/82	ABIA	IKODU
DOMINIC	AKWAJI	ODEY	<input checked="" type="checkbox"/>	MESSENGER	02	1/1/59	12/2/78	1/1/93	OSUN	OSOGBO

Surname	Middle N	Last Name	Male	Post	Grade	Birth Date	1st Appoint.Date	Present Appontment	State	LGA
DAUDA	UMARU		<input checked="" type="checkbox"/>	CLEANER	01	5/31/40	1/4/62	1/7/91	EDO	EDO NORTH



# Disposition List of Directors

Surname	Middle	Last	Male?	Post	Grade	Birth Date	1st Appoint.Date	Present Appontment	State	DeptName
IMIANVIAN	OMOBOLA	ALICE	<input type="checkbox"/>	DIRECTOR	17	3/15/48	6/16/72	1/1/93	OGUN	Citizenship And Busi
BAMANGA	AHIDJO	AHMED	<input checked="" type="checkbox"/>	DIRECTOR	17	1/6/48	1/7/77	1/7/94	ADAMAWA	Finance And Supplie
IJERUH	JONATHAN	ENIYE	<input checked="" type="checkbox"/>	DIRECTOR	17	6/14/47	12/6/72	1/10/95	DELTA	Personnel Managem
OGBOLE	JOHN	OGUCHE	<input checked="" type="checkbox"/>	DIRECTOR	17	1/5/48	10/24/69	10/3/97	NASSARAW	Planning, Research

## Nominal Roll of: Dept. of National Civic Registration, Abuja.

Surname	Middle	Last	Male?	Post	Grade	Birth Date	1st Appoint.Date	Present Appoint.	State	DeptName
KAIAMA	ABUBAKAR	ABDULAHHI	<input checked="" type="checkbox"/>	DEPUTY DIRECTOR	16	2/13/46	1/4/64	1/1/94	KANO	National Civic Regist
IDAHOS	ISACC		<input checked="" type="checkbox"/>	CLERK III	04	1/1/37	5/15/91	5/15/91	BORNO	National Civic Regist



File Number	Surname	Middle Name	Last Name	Spouse Names	Name	Date of Birth
					Emmanuel Fatoyi	10/10/94
					Alex Fatoyinbo	5/4/91
FMIA-16144	KATAYE	AKANFE	MOTUNRAY O	<i>Yetunde Kataye</i>		
					Kunle Kataye	1/6/98
FMIA-161756	DOMINIC	AKWAJI	ODEY	<i>Hannatu Dominic</i>		
					Joyce Dominic	12/12/65
					Alex Dominic	1/1/68
					Miracle Dominic	2/5/72
FMIA-1642	EDZUWAH	RACHAEL	CHRISTIAN	<i>Paul Edzuwah</i>		
					John Edzuwah	3/4/90
					Johnson Edzuwa	5/6/93
FMIA-16445	OKOLOHO	SAMSON		<i>Paulina Okoloho</i>		
					James Okoloho	1/1/00
					Julius Okoloho	8/1/96
					Stephen Okoloho	7/8/93

### **INTERVIEW QUESTIONS FOR AD AND CAO (SW)**

The following questions were asked from the Administrative Officers: Assistant Director (Staff Welfare), Salary Grade Level 15 and Chief Administrative Officer (Staff Welfare), Salary Grade Level 14.

1. What is nominal roll? Could you briefly enumerate its contents and purpose it serves?
2. When and why is the nominal roll require?
3. How often is it produced?
4. How many copy of the document is produced at each time it is required?
5. What necessitate nominal roll preparation?
6. In collating and processing staff records of the Ministry, what from your experience has been the peculiar problem or problems?
7. Can you please, enumerate the relationship between nominal roll unit and the Personnel Management Department statutory function especially personnel related issues like promotion, allocation to duty, etc?
8. In your own suggestion, what do you think can be done to overcome some of the problems outlined earlier?
9. Would you support the introduction of computer to Personnel Department and the subsequent computerisation of application such as staff record, official quarters' allocation and management?
10. What is your opinion on the computerisation of nominal roll as it affects the procedure and members of staff in the unit?

Total number of Administration officer interviewed 2



## Administration of Questionnaires

Number of non-unified Departments in the Ministry of Internal Affairs is 5.

### Name of the Departments

1. Personnel Management Department
2. Department of Finance and Supplies Department
3. Department of Citizenship and Business
4. Department of National Civic Registration
5. Department of Planning Research and Statistics

Number of Staff in each Department's Nominal Roll Unit is	4
Principal Executive Officer II, Salary Grade Level 10	1
Higher Executive Officer, Salary Grade Level 08	1
Executive Officer, Salary Grade Level 07	1
Senior Clerical Officer, Salary Grade Level 06	<u>1</u>
<b>Total</b>	<b><u>4</u></b>

Therefore, 4 x 5 (no of Department) = 20

### Questionnaire Administration

No of questionnaire distributed 20

No of questionnaires received was 20. 2 mutilated.

$$\frac{18}{20} \times 100 = \underline{\underline{90\%}}$$

### Summary

#### Administrative Officer

Assistant Director, salary grade level 15	1
Chief Administrative Officer, GL. 14	<u>1</u>
	2
Number of staff in nominal roll unit	<u>20</u>
	<u><u>22</u></u>

Total number of Staff in the Nominal Roll Unit in the Federal Ministry of Internal Affairs is 22.

#### 4.7 **System Limitation**

The newly computerised nominal roll provides the following limitations:

- i. The new system automates entire processing of the staff records and subsequent maintenance on computer.
- ii. The various reports will be provided on an A4 size paper that its' weight must be 78 grams or more, thus, photocopy paper of the same size is allowable.
- iii. The new system replaces the existing manual roll processing of the Federal Ministry of Internal Affairs.

All the relevant nominal roll output required by the Personnel Management Department of the Federal Ministry of Internal Affairs are contained in Appendix C at the back of this project work.



## CHAPTER FIVE

### SYSTEM MAINTENANCE

#### 5.1 System Maintenance

System maintenance is the term used to describe changing operating conditions defined in the software. The change may occur as a result of any alteration in the needs of the computer users. The sources of change could be due to new law from government concerning how certain aspect of operation should be done, equipment obsolescence, failure of the computerised system to cope with the increase in volume of data, revision in personnel policies, etc. These and many other factors require that the existing program and system be modified. Therefore, it is necessary to conduct post-implementation review of the system at a regular interval to understand the efficiency and effectiveness of the system in use. It is in this process that the causes of variation in the system would be ascertained and remedied. Furthermore, the benefits expected from the huge investment expended on the information system can be measured and compared with the benefits stated at the beginning.

#### 5.2 Summary

The Personnel Management of the Federal Ministry of Internal Affairs like any other Ministry or organisation manages the human resources of the workers in the Ministry. Performance of this task requires having accurate records of all the employees; which is not available. This has resulted in lots of problems such that the Department became a thorn in every worker's flesh. The statutory functions of the Department, no doubt, would have been properly carried out if workers were more happier, but most of them could not obtain their promotion. This ordeal has been on for more than two years. Everybody has the same problem – stagnation on one grade or no promotion -!

One of the causes of the problem is the absence of accurate staff list called nominal roll. A unit in each department was designated to handle nominal roll processing and submit to the Personnel Management Department when the latter request for it.

Attempt was made by a concerned Computer Staff (System Analyst), to investigate the causes and possible computerisation of the staff records. Tentative approval was given for this investigation, thus the management staff of

the unit concerned expressed their co-operation and volunteer to provide necessary information. Also, records were examined, questionnaires were administered to other staff in all the nominal roll units, which was filled and returned. It was discovered that the staff strength increases and resulted in improper co-ordination and incompleteness in staff record keeping.

Report of the findings was submitted to the management and approval given for computerisation, hence, system development commenced and within two months, it was completed and handed-over.

The newly computerised nominal roll of the Ministry has been designed to eliminate all known errors and problems associated with the manual system. Problems like inaccurate records, misplacement or loss of record that resulted in workers' stagnation on one grade for unnecessarily longer time, this and many other problems are now things of the past. The system analysis and subsequent computerisation of manual nominal roll processing indicated staff record as a pivot on which human resource management in any organisation including Nigeria Public Service rests. Everybody including the management realises this fact and were all set to make the newly computerised system a success.

All workers expect their promotion promptly and are beginning to have a change of attitude to the Department. The Department equally expressed their willingness to do their best. The Director agreed to make provision for adequate training programs for all levels of staff in his department, this is in realisation of the impact of information technology in their functions. There is every hope that other departments shall follow suit.

### 5.3 **Conclusion**

It has been established in the Federal Ministry of Internal Affairs especially in Personnel Management Department that more than 80% of their *functions* will be conveniently performed by computer given appropriate software like this case of newly computerised nominal roll system. As a result of the foregoing, one can honestly conclude that computer has a significant role in personnel management given the necessary resources namely, recruitment of competent computer or information technology staff, provision of enough money, availability of adequate time and modern computer systems coupled with regular and sound training. It should not be forgotten that staff requires motivation which can be achieved by promoting them when due.



#### 5.4 **Recommendation**

Since the computerisation of nominal roll has brought about a new way the job is being performed, it is essential to conform with the rules that will make the system serves the intended purpose. To this note, the under-listed recommendations is desirable for effective performance and operation of the new design system:

- ◆ Adequate training must be provided at regular time to the computer operation staff.
- ◆ The computer operation function should be rotated from time to time within operation staff to increase productivity and to make provision for training, holidays, absence, sickness, etc.
- ◆ Allowance of fifteen thousand naira should be paid annually to each operator to boost morale as specify under operation costs. This could be reviewed upwardly.
- ◆ Sound security measures should be enforced and maintained in and around computer room at all time.
- ◆ A member of staff preferably grade level 08 should be trained and designated as Database Administrator who shall report to Principal Executive Officer II, grade level 10.
- ◆ At a regular interval, contact should be made with the System Analyst to assist in resolving serious problem, if any.
- ◆ The post-implementation review should be conducted regularly to understand end-user satisfaction, staff feelings, output reports, systems limitations, costs, benefits, etc.
- ◆ Regulation should be enacted stating stiff punishment including imprisonment of any computer staff and other members of staff to forestall act of sabotage, wilful damage, etc.
- ◆ The Ministry should sign a Maintenance Contract Agreement.
- ◆ Information Security policy be formulated and on the usage and dissemination of computer generated and other types of reports.
- ◆ In order to give room for re-deployment characterised the Civil Service in Nigeria, other members of staff need to be trained as Database Administrator.

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## APPENDIX

### Appendix 'A'

School of Science and Science  
Education,  
Department of Mathematics and  
Computer Science,  
Federal University of Technology,  
Minna.

10<sup>th</sup> April, 2000.

Dear Respondent,

### **QUESTIONNAIRE**

The researcher is a final year student of Post-Graduate Diploma in Computer Science in the above named University, carrying out a research project titled: "Computerisation of Personnel Management System (Non-unified Section) i.e. Nominal Roll: A Case Study of Federal Ministry of Internal Affairs, Abuja."

Your assistance is highly needed in filling out the accompany questionnaire. Your response shall be treated in confidence.

Simply place a mark in one of the boxes provided for each question to indicate your response, and where necessary, your opinion should be stated as well. Your candid opinion shall be appreciated, please.

Thank you.

Yours faithfully,

**Motunrayo Akanfe Kataye**  
**PGD/MCS/98/99/783**

## QUESTIONNAIRE

1. Which of the following departments do you belong?
  - (a) Personnel ( )
  - (b) Finance and Supplies ( )
  - (c) Planning Research and Statistics ( )
  - (d) Citizenship and Business ( )
  - (e) National Civic Registration ( )
  
2. What grade level are you?
  - (a) GL. 03 – 06 ( )
  - (b) GL. 07 – 13 ( )
  
3. Do you understand the concept "Nominal Roll?"
  - (a) Yes ( )
  - (b) No ( )
  
4. In your opinion, what problems confront the present Nominal Roll system?  
.....  
.....  
.....
  
5. What are some of the functions of the Nominal Roll?  
.....  
.....  
.....
  
6. Would you say the Personnel Department of the Ministry have achieved the set objectives or goals for which it is established to perform?
  - (a) Yes ( )
  - (b) No ( )



7. If your answer to question 6 above is 'No', could you please state some of the factors you feel are responsible for the inefficiency of this Department?  
 .....  
 .....  
 .....
8. What is the role of Nominal Roll in Personnel Management functions'?  
 .....  
 .....  
 .....
9. Would you consider Computerisation of nominal roll system as a tool for achieving efficiency and effective performance in the Ministry of Internal Affairs?  
 (a) Yes ( )  
 (b) No ( )
10. If your answer to question (9) above is Yes, please give reasons  
 .....  
 .....  
 .....
11. What do you think will be the effect of computerisation of staff records on Nigerian public service office e.g. Personnel Department of Federal Ministry of Internal Affairs would have on the civil servants?  
 a. Positive ( )  
 b. Negative ( )
12. If your answer to question 11 above is 'a', State your reason, please?  
 .....  
 .....  
 .....