THE ROLE OF PROFESSIONAL SECRETARIES IN PROMOTING NIGERIA'S TRANSFORMATION AGENDA

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Abstract

One of the universally established scientific historical facts is that human resource is the most critical factor or key driver in nation building. For it determines the nature, character, tempo and direction of development of every society. The professional secretaries as integral component of the labour force that occupies central position in every organization has significant role to play in promoting the new policy drive of government anchored on the Transformation Agenda towards national development of the Nigerian Economy. Specifically, the potency, currency and relevance of office managers or secretaries in shaping the operational and administrative structure and efficiency of both public and private organizations/institutions are generally acknowledged by researchers and policy makers. Therefore, this paper highlights the functional roles of professional secretaries in the transformation process, identifies some operational challenges and provides suggestions in promoting the efficiency of secretarial profession in modern technologically driven work environment propelled by current trends in office automation, computerization and general information and communication technological revolution.

Preamble

I feel it is a great delight and privilege for me to be granted this unique opportunity to address this August gathering of Professional Senior Colleagues at this great occasion and to share my views on the theme of this year's conference: 'The Transformation Agenda and the increasing Role of Secretarial Profession in Nation Building'. Indeed, as a practical demonstration of my interest in the discourse, I have taken the liberty to transform my presentation to read “The Role of Professional Secretaries in Promoting Nigeria's Transformation Agenda. Essentially, this transformational presentation is aimed at provoking thought process, changing mindsets, rekindling thinking, stimulating interest, galvanizing and re-engineering potentials and capacities in playing vital roles of professional secretaries towards achieving the sacred task of nation building.

It is my expectation that the conference shall serve as an intellectual platform for
cross fertilization of ideas in order to come up with new strategies of building capacities for coping with the current challenges of our time.

For convenience, the paper is dissected into five sections. Section 1 covers the introduction and conceptual issues, section 2 provides some stylized facts on the Nigerian economy, section 3 encapsulates the synopsis of the Transformation Agenda; section 4 highlights the role of professional secretaries and identified some of the major challenges. While section 5 concludes the paper with some suggestions.

Introduction

I consider it quite pertinent and interesting to start the discourse with the fundamental observation made by Frederick Habison (1973) when he rightly states that:

“Human Resources – not capital or income or material resources- constitute the ultimate basis for the Wealth of Nations. Capital and natural resources are passive factors of Production; human beings are the active agents who accumulate capital, exploit natural resources, build social, economic and political organizations and carry forward national development, clearly a country which is unable to develop the skills and knowledge of its people and utilize them will be unable to develop anything else”.

In a nutshell, human resources are key driver in nation building. Since no nation can develop beyond the quality of its labour force. The Secretarial profession as an essential component of labour force has come a long way in playing strategic role of providing and ensuring quality service delivery to both private and public organizations in the global economy (Salami 2001).

Nigeria as a developing nation that is faced with developmental challenges, therefore, requires the increasing participation of professional secretaries along with other professional personnel's in the overall policy articulation, formulation, implementation or execution. The current Federal Government Transformation Agenda is therefore, no exception. More so, the changing paradigms in the work environment through technological driven devices have continue to challenge and redefine the key role of secretaries in achieving organization goals and national development.

Conceptual Issues

As part of the intellectual culture, we need to conceptualize the key issues in order to facilitate better understanding of the discourse.

The Secretarial Profession

The term Secretarial Profession is a compound noun which is made up of two words; Secretary and Profession. A Secretary is derived from latin word 'Sécrétárius' meaning confidential officer'. While Profession simply means a job that needs special training or skill especially one that needs high level of education (Udeh, 2012). Therefore, Secretarial Professional can be used to
describe professional carrier in Secretarial Administration. It refers to that aspect of skilled labour that specialized in Secretarial duties/Administration. The Secretarial Profession has passed through several periods of transformation and development. Initially, it arose out of the natural need for prominent persons to whom confidential matters could be entrusted and who could act as an assistant to a principal (www.iaap.hq.org). It is known that secretaries existed in many ancient empires such as Roman Persian, Egyptian and many other African kingdoms.

They were usually educated men who took dictation as 'Scribes' and often times acted as trusted advisors. With the advent of industrial revolution in 19th Century, the profession become prominent due to the invention of Writing and Communication machines and equipment like Typewriters, Telephone, Carbon paper, Comptometer Calculating Machine cash register, Adding Machine, Pneumatic tubes, Stenographic Machines (1890s). By 20th Century, new innovations such as electric typewriters, Microchip Computers, Video display terminals magnetic tapes etc, greatly improved the work of professional secretaries in terms of speed and accuracy.

Today, the rapid expansion of businesses in modern globalized economy driven by the dynamism in information and communication technology has redefined the place of Secretarial Profession in terms of Content and Context. Thus, the use of internet, e-mail, Personal computers(Pcs) and other digital devices in facilitating e-commerce, e-office, e-education, e-government, e-conference/workshop etc, has expanded the scope of secretarial profession. In recognition of the need to carved out an identity for the profession, the National Secretaries Association (NSA) was founded in America in 1942 and by the year 2000, it was renamed 'the International Association of Administrative Professionals' (IAAP).

Similarly, in Nigeria, the Nigerian Institute of Professional Secretaries (NIPS) was established in 1990 with the mandate of maintaining high standard and professionalism.

Who Is A Professional Secretary?

The International Association of Administrative Professionals (IAAP) defines a secretary as an executive assistant who has mastery of office skills, demonstrates the ability to assume responsibility without direct supervision, exercise initiative and judgment and makes decision within the scope of assigned authority (www.iaap.hq.org). From this definition, it is clear that a Secretary occupies a Sensitive position and undertakes complex responsibilities in every organization.
Generally, a Professional Secretary coordinates the daily routines of an office and organizes the official schedules and paper work (Adebayo, 2012). Therefore, a professional secretary can be regarded as the 'Salt' 'Nucleus' or 'Mitochondria' of organizations. As a critical element in work environment, professional secretary should possessed some necessary skills and competencies as stipulated by Secretary's Commission on Achieving Necessary Skills (SCANS). These include among others:

- **Resource competence** (identifies, organizes, plans and allocates resources).
- **Interpersonal Competence** (Ability to work with others)
- **Information Competence** (Ability to acquire and evaluate information)
- **Systems Competence** (Ability to understands complex interrelationships) and
- **Technology Competence** (Ability to work with a variety of technologies especially modern technology) (Obadaikki, 2010). Based on the SCAN'S five competencies and several other operational characteristics or skills advanced by many scholars, it could be argued that the qualities of a professional secretary contains all the 26 letters of the English Alphabets (simply designed as A – Z qualities of professional secretary). Namely, Adaptability, Accuracy, Confidentiality, Diplomacy, Disciplined, Exemplary, Flexibility, Fluency, Gentility, Generosity, Humility, Ingenuity, Jaunty, Knowledgibility, Liability/Legality, Mobility, Neutrality, Objectivity, Punctuality, Quality quietness, Reliability, Stability, Tacticality, utility, Vitality, Witty, 'Xeroxity', Yieldity, Zesty and Zealous in quality.

In summary, a professional secretary should not only be a role model but a golden personality that serves as an embodiment of human capital in any work environment. The Nigerian Institute of Professional Secretaries (NIPS) stipulates that the minimum educational qualification for a Secretary should be Diploma/ND, HND, Degree or Masters etc in Secretarial Administration / Office Technology and Management obtained from polytechnic, university or similar professional institutions.

Of recent, the terms Professional Secretaries is being discarded, the new job title used are: Professional Administrative Assistance, Administrative Specialist, Office Professionals, Executive assistance, Offices Managers, Office Coordinators etc.

**Transformation Agenda**

Transformation is a fundamental shift in the deep orientation of a person, an organization, or a society such that the world is seen in new ways and new actions and results become possible that were impossible prior to the transformation (UNDP-LDP, cited by Asobie, 2012). It is conceived as a mandate for a radical structural and fundamental re-arrangement and re-ordering of the building blocks of the nation. In essence, transformation simply represent a paradigm shift in the socio-politico- economic policies and structures of a nation, Benjamin
(2012) states that the expectation of most Nigerians is for a development blueprint that will transform the economy, reinvent the policies of the nation, secure the polity, care for the underprivileged and provide responsive and transformative leadership.

Since independence, successive Nigerian governments have put in place policies and programmes aimed at transforming the national economy from its dependent colonial structure, but with little success. These include among others:


vi. *Vision 20: 2020 and*


Analytically, it has been argued by many Scholars that these policies have failed to meaningfully transformed the Nigerian economy partly due to lack of continuity, consistency and commitment (3cs) (Asobie, 2013) but fundamentally arising from the ideological posture of the neo-liberal (Pro-Western Capitalist) reform models (Kwanashie, 2005 & Aluko, 2005).

The recent transformation agenda (2011 - 2015) was introduced by President Good luck Jonathan, as a medium-term development strategy to address the structural imbalances and flaws in the previous plan efforts. According to the policy document as contained in its final report, the goal of the reform is clearly stated as follows:

“During 2011 – 2015, the policies and programmes directed at the addressing governance will focus on the public service security, law and order, the legislature, anti-corruption measures and institutions, the judiciary, economic coordination, and support for private investment. These will be addressed through the implementation of the recommendations....in the areas of public service reforms, judiciary reform, anticorruption initiative electoral reforms, power sector reforms, police reform, financial sector reform, infrastructural development reform and information and communication technology (P.51 cited by Asobie, 2012)”.

Thus, the transformation agenda is built on the reform measures of NEEDS and VISION 20: 2020 which are geared towards entrenching a private sector driven economy that would achieve macroeconomic stability, structural reforms, better
governance and institutions, and increasing investment in productive sectors of the economy such as Agriculture, Manufacturing, small and Medium scale Enterprises as four key priority areas (FGN, 2011). The focal point is that the reform measures are expected to culminate in the fulfilling of the 2001 Kuru Declaration.

“To build a truly great African democratic country, politically United, integrated and stable, economically prosperous, socially organized with equal opportunity for all, and responsibility from all, to become the catalyst of (African) Renaissance and making adequate all-embracing contributions, sub-regionally, regionally and globally” (NEEDS, 2004).

However, this is a re-incarnation or refinement of the most celebrated objective of the 2nd National Development Plan (1970 – 1974) which is to build:

- A United, strong and self–reliant nation
- A great and dynamic economy
- A just and egalitarian society
- A land of bright and full opportunity for all citizens, and
- A free and democratic society.

While we acknowledge and identify with these noble objectives, mission and vision, as intellectuals, professionals and patriotic citizens, we need to address some fundamental questions:

i. What is the reality of the Nigerian nation today?
ii. As professionals in our callings, what roles are we expected to play?
and
iii. What suggestions can we offer as a way forward?

**Nation Building**

A nation is usually referred to a group of people with the same language, culture and history, living in a defined territory under a sovereign government (Falana, 2013). While building is a process of creating or developing something (Hornby, 2012). Thus, nation building connotes the process of improving the productive capacity and general living condition of the people that would guarantee their fundamental liberty and sovereignty. It synonymously implies National Development or the process of transformation of a country's economic, social, political, educational, religious and cultural values towards improvement in human dignity and general well being of its citizens (Adamu, 2008). A relevant definition adopted in this paper is that given by Adele Bambose (1998) as cited by Falana (2013). He notes that nation building involves the creation of a sense of territorial nationality, creation of national
authority that has legitimacy over subordinate units, expanding the ability of the wider population for concerted effort, creation of a new political and economic structure, reconstruction and adoption of old ones as well as mediation over discontinuities or hardship such as ethnic conflicts and socio-economic imbalance. With this holistic conceptualization, nation building is not only a political reality but also one that has socio-economic dimension.

**Stylized Facts On The Nigerian Economy**

From historical perspective, the Nigerian economy is a colonial legacy. In fact, the systematic integration of the Nigerian Economy into the world capitalist system through colonialism and other related devices marked the fundamental turning point in the transformation (or development) process of the nation. The hitherto existing independent nation states of Borno empire, Sokoto Caliphate, Oyo Empire, Benin Kingdom, The Igbo Confederates and the Niger Delta Kingdoms among others were merged or amalgamated into one Mega Political Structure, which sets in motion the idea of the Nigerian Project or “Nigerianism” (the belief and operation of Nigeria as one indivisible and indissoluble sovereign state). Subsequently, the Nigerianization agenda has continued to be pursued by successive Military and Civilian administration till date.

At present, the Nigerian economy is one of the richest, largest and fastest growing economy in the world:

- **It occupies a total land area of 923,768sqkm** (Anyanwu et al, 1997). Thus it is said to be six times the size of Great Britain.
- **It is the most populous black nation and sixth in World Ranking with a population of 170million** (NBS, 2013). About 3 times the size of France and Six times the size of Ghana.
- **The population is dominated by relatively young people with an economically active population of 97,384,738 comprising of 50.8% male and 49.2% female and an average growth rate of 2.3% per annum between 1991 and 2006** (NBS, 2011).
- **It is the 2nd largest and fastest growing economy in Africa (after South Africa) with a per capita GDP of around $2000 in 2011 and an average annual real GDP growth rate of 6-7% between 2011 and 2012** (Felicia, 2012).
- **It is predominantly an agrarian economy with agricultural contribution about 40% to GDP and over 70% being employed in the sector, especially in the rural areas.**
- **Nigeria is the sixth world oil producer with an average of 2.2 million virile per day, contributing about 80% of government revenue and over 90% of export earnings** (Fecilia, 2012).
- **Nigeria is endowed with vast and largely untapped natural resources including such materials are diamond, tin, limestone, columbite, Karoline**
gold and silver, coal, lead, zink, gypsum, natural gas as well as various types of vegetation, animal species and rivers (Anyanwu, et al, 1997).

From the above facts, it is evident that Nigeria has great potential for development. But despite these God-given resources and after more than half century (53 years) of independence, Nigeria has painfully remained in a disastrous vicious cycle of poverty and underdevelopment, with the following staggering statistics:

- **Life expectancy in Nigeria** is 46.94 years while in Switzerland it is 80.85 years and Malaysia is 74 years (UNICEF, 2005).

- **Over 70 % of Nigerian (about 119 million) lives below the poverty line** (International Bench is $1.5 per day) but in Switzerland only 7.4% of the population is below the poverty line (UNDP, 2011).

- Meanwhile, Nigeria has earned closed to $450 billion since 1970 on oil receipts alone and between May, 1999 and 2008 alone, the country earned over $285 billion (cited by Wakama, 2008 in Benjamin, 2012). But today, government is short of fund to pay ASUU and other workers.

- **Currently, 1% of Nigeria’s population enjoys the privilege of 80% of its oil wealth.** Thus 99% of the populations have barely 20% of the overall wealth to struggle over (Benjamin, 2012).

- Nigeria is ranked 14th out of 177 countries as the world most failed states in the 2011 rankings released by fund for peace, an American independent non profit research and educational organization. Similarly, the 2013 M.O.Ibrahim index of African Governance (11AG) ranked Nigeria 41st out 52 countries in terms of good governance. Nigeria scored 43.4 (out of 100) lower than the African Average 51.6 and 13th position out of 16 West African Countries (Daily Trust, October 15, 2013). The World Bank ranked Nigeria as the 13th poorest country in the World (Karl Maier, 2001).

- **There are over 40 million Nigerians unemployed** (Leadership, Sept; 23, 2013). This is more than the population of Ghana (25 million), Benin Rep (8 million), Niger (17 million) and other West African Countries. Graduate unemployment is put at 80% with PhD, Masters and First Degree holders applying as truck drivers in Dangote Group of Companies and other blue collar jobs.

- The transparency international corruption perception index has ranked Nigeria 30th most corrupt nation in the world in 2012. However, this is an improvement over the 1st and 2nd position in 2001 and 2004 respectively. Today, high profile corruption such as the N2.6 trillion subsidy scandal, N18 billion, pension scam etc, are daily reported in the media.

- **Other striking revelations on the Nigerian economy include:**
  - Collapsing educational system (mass failure in SSCE/NECO with less than 10% pass between 2005 and 2012, prolonged
strikes in the Universities, Polytechnics and other institutions.

- Infrastructural decay – poor roads, epileptic electricity, mortibund railways, neglected water ways, shortage of water and essential utilities.

- Rising level of insecurity/ crime rate – killings, kidnapping, oil theft etc.

- Increasing youth suicide prone missions such as the 'stowaway boy'(Daniel Olukhena) episode, “Angel” Michael phenomenon, “Desert pilgrim” and Atlantic ocean adventurers”. “Mutallab terror mission” among others.

All these shows that Nigeria is a sick nation which has been described in various ways; a nation in crisis 'gang star paradise' (Failed State, (Karl Maier, 2001) and a paradox of a jobless growth economy (Akin, 2012) etc. But, what role can we play to rescue the sinking ship?

**The Key Role Of Professional Secretaries In Promoting The Transformation Agenda**

The process of economic transformation and development or nation building calls for the collaboration and participation of all interest groups in an economy including, the labour force, private businesses and government. Tom Nboa (1970) in his treatise on the 'challenge of Nationhood' opened that “every individual and organization has a role to play in nation building. In particular, it is universally acknowledged that the labour force (human capital) is the key driver in the development process of national and global economy. The secretarial profession as an integral component of the labour force plays a critical role in the operation of both private and public organizations which determine the success of that policies and programmers.

Traditionally, the duties of secretaries include: **typing, filling, keeping records, taking dictation and transcribing, handling correspondence, visitors and telephone call, arranging meetings and minute preparations and other stenographic and clerical duties in an office.**

However, as the global economy changed due to technological revolution, the duties of Secretaries continue to expand. Calpon (2006) outlined the four main responsibilities of the secretaries of a management committee as below:

1. **Ensuring meetings are effectively organized and minute**
   - Liaising with the chair to plan meetings
   - Receiving agenda items from committee members
   - Circulating agendas and reports
- Taking minutes (unless there is a minute secretary)
- Circulating approved minutes
- Checking that agreed actions carried out.

2. **Maintaining effective records and administration**

- Keeping up-to-date contact details (i.e. Names, addresses and telephone numbers) for the management committee and (where relevant) ordinary members of the organization.
- Filling minutes and reports
- Compiling list of names and addresses that are useful to the organization.
- Keeping a record of the organization's activities
- Keeping a diary of future activities

3. **Upholding legal requirements**

- Acting as custodian of the organization's governing documents
- Checking quorum is present at meetings
- Ensuring elections are in line with stipulated procedures
- Ensuring organizations are in line with its objects
- Ensuring charity and company law requirements are met (where relevant, unless there is a separate company secretary)
- Sitting on appraisal, recruitment and disciplinary panels, as required.

4. **Communication and correspondence**

- Responding to all committee correspondence
- Filing all committee correspondence received and copies of replies sent
- Keeping a record of any of the organization's publication (that is, leaflets or newsletters) and
- Reporting the activities of the organization and future programmers to members, the press and the public (unless there is information or publicity officer).

In recognition of the multidimensionality of the secretarial profession and the complexity of the dynamic of hi-tech global economy, The International Association of Administrative Professional (www.iaap.org), describes the duties of professional secretaries. In the following way:

**Professional secretary- Phone Calls and Visitors**
A professional Secretary act as a gateway between visitors, callers and other workers
in the office. The professional secretary knows enough about the office he or she works in to answer inquiries about the specifics of the office. He or she screens visitors and phone calls and arrange callbacks or appointments. A Professional may also need to find back-up material related to the caller or visitors to prepare his or her boss to talk about deferent people. He or she may also prepare a meeting area for visitors and take care of any requested amenities. On the phone, a professional secretary may be responsible for concluding phone surveys or inquiring after information.

**Professional secretary- other communication**

In addition to answering the phone and helping visitors, a professional secretary must handle written communications and the mail, as well as inter-office communications. A professional secretary generally sorts the mail for the boss or the office, prioritizing it and throwing out junk mail. Sometimes he or she will be responsible for replying for the banal correspondence by preparing response for the boss's signature. A professional secretary also prioritizes work based on deadlines and communication with others in the office.

**Professional secretary- appointments and**

A Professional Secretary not only maintains a boss's schedule, but also prepare the boss for meetings and appointment. The professional secretary keeps a calendar of the boss's appointment as well as all meetings within the office and determines what event the boss needs to attend. She arranges his or her employer's commitments to avoid overlaps and to make sure that the boss has enough time to prepare for such commitments. Oftentimes the Professional Secretary prepares an agenda for meetings, arranges for the facilities and amenities and records the discourse in the meeting.

**Professional Secretary- Other Responsibilities**

A Professional Secretary has many duties, ranging from priority duties to routine duties. Other responsibilities of a professional secretary may include:

- Supervising other clerical staff
- Keeping and updated mail and phone directory
- Ordering office supplies when needed
- Organizing file and other data
- Carrying out Research and training etc

Therefore, today Professional Secretaries performed responsibilities which are essential for driving the Transformation Agenda in the following areas;

- Information management
- Communication services
• Administrative services
• Coordination/management of offices
• Documentation and records
• Educational services (Assisting in research, organizing seminars, training of workers).

These are carried out using modern information and communication (ICT) devices such as computer system operations, (desktop publishing, and Data processing), internet, E-mail, handsets, and other various forms of online communications (e-conferencing), social networks, e-governance e-commerce etc

In summary, the professional secretary is the life wire of an organization upon which the success of all programmes and polices rest, as there is no organization in the world over that the services of professional secretaries is not required and the transformation Agenda cannot be an exception.

Challenges
In the course of carrying out their responsibilities, Professional Secretaries are faced with various challenges which can be identified as follows:

- Poor ICT capacity due to poor access to new ICT devices and lack of opportunities for professional training.
- Infrastructural deficiency. E.g poor Electricity, Offices, etc.
- Poor maintenance culture.
- Misconception (poor attitude) towards the Secretarial Profession.
- Professional abuses/unethical practices.
- Gross shortage of supporting staff.
- General lack of motivation, proper funding and good condition of services.

These issues negatively affect the efficiency of Professional Secretaries which has serious consequences on the achievement of organizational goals/objectives.

Conclusion
The secretarial profession as an integral component of the labour force is one of the most critical and dynamic profession in contemporary world economy. Indeed, given the dynamic in the information and communication technology, the secretarial profession has continued to assume increasing responsibilities and challenges in modern work environments. In recognition of the urgent need to address the developmental challenges facing the Nigerian nation, President Goodluck Ebele Jonathan like his predecessors has put in place a neo-liberal reform programme called 'The Transformation Agenda' (2011 - 2015), to serve as the strategic economic policy thrust of the Federal Government. Therefore, the professional secretaries as catalysts in every work environment have key role to play in promoting the success of the programme, through information management, documentation and record, office coordination, research, management based data analysis and general administrative services which are essential for building
individual and institutional capacities towards national development.

**Recommendation**

For the professional secretaries to continue to keep pace with the fast changing global environment and to increasingly play their pivotal role in improving institutional capacities that would translate to national development in Nigeria, the following recommendation are made:

1. Stakeholders (lecturers, curriculum developers, supervisory agencies) need to expand the frontiers of knowledge of the secretarial profession by fine-tuning and developing the new curriculum of office technology and management to incorporate contemporary challenging issues like peace and conflict studies, criminology computer software applications, climate change as well as introduction of postgraduate studies in secretarial administration up to PhD level in polytechnics and universities.

2. Institutions and Ministries should intensify on capacity building programmes through; organizing of computer-based skills training and retraining, opportunities and provision of scholarship to secretarial staff and lecturers to attend national and international conferences and professional studies in ICT advanced nations in order to update knowledge and maintain professionalism.

3. Professional secretaries should engage in self-development strategies through personal acquisition of knowledge of ICT and equipment's to develop their personal contemporaries.

4. Institutions and government should create conducive modern working environment through the provision of critical infrastructures and modern ICT equipment such as electricity, functional computer systems, photocopiers, scanners, ipads, cyber café/internet facilities for online communications, plotters, digit memos, fax machines, digital cameras, closed circuit TV, large screen video projectors and other current digital devices in offices. In addition, there is need to employ computer engineers/technologies for regular maintenance of such equipment/facilities.

5. Government and institutions should provide adequate work incentives and motivation to office specialists through regular promotion, good condition of services, special salary packages, allowances, bonuses and awards to improve working efficiency.

6. Government and institutions should provide adequate security to work places to contain current security challenges (like terrorism, kidnapping,
burglary cases, cyber crime) through the provision of modern security devices like surveillance cameras, crime dictating machines, circuit trackers and professional security personnel’s.

7. The National Association of Professional Secretaries of Nigeria (NAPSSON) should engage relevant stakeholders to embark on constructive interactive engagements through wide consultation, collaboration and synergy with other administrative professional bodies in the areas of training, consultancy services and team work in building the image of professional secretaries.

8. The Nigerian Institute of Professional Secretaries (NIPS) should introduce one year mandatory special ICT training course for all graduates of office technology and management similar to the medical and legal profession to provide the necessary competence and professionalism standard. Also, there is need to change the name of the institute to read Nigerian Institute of Administrative Professionals

9. Government should provide adequate funds to institutions/agencies/departments running OTM courses to enable them purchase consumables and learning equipments to produce quality graduates.

10. Finally, NAPSSON should adequately prepare to actively participate in the forthcoming National dialogue/conference by articulating and presenting its position in the interest of the profession and the collective interest of the nation.

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