<div align="center">Workplace Safety and Security Management[*]</div>

<div align="center">By</div>

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Introduction

I am delighted and humbled to have been nominated and invited as a Resource Person to this Hybrid National Workshop with the broad Theme: "Advancing Justice through Effective Court Services'', and to present a paper on the topic "Workplace Safety and Security Management". I thank His Lordship, the Administrator of the Institute, Hon. Justice Salisu Garba Abdullahi, for approving my nomination. I am grateful, my Lord.

The exponential growth in the rate of insecurity in Nigeria today has continued to make imperative the need to discuss and examine issues of Workplace Safety and Security as the requisite infrastructures necessary for the smooth administration leading to Promoting Transparency, Productivity and Efficiency in the Judiciary. Safety and Security concern is a major threat in the workplace, and also a persistent problem at both national and global levels. The pervasive occurrences of insecurity and safety are quite evident across the country and any workplace can be a target, therefore, this topic is not only apt but very germane in our contemporary Nigeria.

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Work and Workplace

It was Bertrand Russell[1] who asked "What is Work?" and he disposed to this question by saying work is of two kinds: first, altering the position of matter at or near the earth's surface and second telling other people to do so, so any physical or mental tasks is called Works. However, work is not just a kind of activity. Work is not a serious activity but an enduring human activity; it is an extra-ordinary human endeavour of what we do, where we go, what we have, what we own and what we make[2]. Work is a verb (an Activity) and a noun (a product) that comes from that activity that gives an individual a primary identity. It springs individual self-esteem and happiness; Work can also ruin lives where there is over work and unemployment. Work determines our status and sharpens our social interactions. In 1858, the word Job was first recorded in America as "Work done for a pay, a paid position and employment". Therefore, the literary difference between Job and work is that work is an activity done with or without pay whereas Job has a specific connection to work for pay or profit[3].

Many scholars like Jean- Jacques Rousseau[4] argued that indolence is the natural condition of human beings and the need to be productive is an artificial one produced by the society and Georg Wilhelm Friedrich Hegel wrote that the "habit of being industrious" is a product of work/Job itself and that the practical education we get through working creates the need to have something to do and we feel the need to work because of our training and moral conditionings not because of any

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[1] Bertrand Russell, in Praise of Idleness and Other Essay. He did extensive work on the meaning of work and activities that constitutes work.

[2] Joanne B. Ciulla(2000) the working life: the Promise and Betrayal of Modern work. She writes about the place of work in our live, explore the historical and culture presuppositions about work life and employment. She shows the relation between work and hope.

[3] Ibid, P.33

[4] A German Social Philosopher, In his book Social Contract and Discourses. He did extensive work on the origin of Inequality among men.

inborn disposition. If this is the case, then we can argue that there is nothing "natural" about work. It is an artificial (human) need manufactured by history and culture. In this context therefore, the term Work refers to an occupation and the employment industry[5].

A workplace, according to the Black's Law Dictionary[6], is a 'person's place of employment or work setting in general'. The workplace is simply the place where we work; and it is also work-related places and/ or events which include work trips, work parties, business meetings and Assemblies etc.

The 21st century workplace can be physical, non-physical, remote platforms and, social media platforms in the evolving 21st century realities, workplace covers the physical, virtual and cyberspaces[7]. Today's work places embrace technology and data in daily operations, creating environment that are both collaborative and accessible remotely by anyone.

2.   Contextual Understanding of Workplace Safety and Security.
The Complexities of Safety and security in both concept and context meanings have attracted the attentions of scholars and industrialist and often time used interchangeably. Theoretically the words are not the same, but practically and inextricably related in context and meaning

What we mean by Safety and Security management in workplace in a normative context is basically the process of protecting an employee from work-related illness and injury and to making the workplace secure from intruders or external aggressors. According to Milan-Perez(2003), workplace safety is condition of "Steady -State" of an Organisaton specific to activities with defines expected outcomes, and workplace security is when this steady-state is challenged.

According to Bertini(2000), a good, safe and secure workplace bring a lot of improvements to organization in term of healthy and sustained operations and

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[5] He wrote the book, reason in History: A General Introduction to the Philosophy of history, see p.9

[6] A book of legal definitions. The Black's Law Dictionary, is the most widely cited law book in the world.

[7] Aaron Broadley, he did extensive work on what 21st century workplace would look like in the future. Milan-Perez,(2003) also wrote about work place safety, and what you need to know to ensure a safe and healthy workplace.

activities that result in improved productivity, organizational and operational efficiency, employee satisfaction with appertained effect of improved customer-client satisfaction, all of which ultimately lead to organizational growth and development[8]. To support this view, Kiruja, Eirik and Sicko (2011) said good security management is about good program management; proactively managing of safety and risks and also well-positioned to deal with crises to enable us work safely and securely[9].

The claim here is that safety and security of Personnel in an organization is a factor that can engender productivity and growth. It therefore, follows that any organization that craves for high productivity, growth and development should in addition to managing other resources also strive to ensure that employees work in a safe and secured environment[10]. An employer has more responsibility than mere hiring people to do their job. They must ensure that those hired, work in a conducive, safe and secured environment otherwise the organization will not perform optimally and effectively.

This is true as in Sheik's (2000) opinied, that as soon as employees feel that their superiors are disinterested in their work environment, they also lose passion for their work and when this happens the entire work force will collapse[11]. Therefore, safety and security in every workplace must be taken seriously.

It is a fact that unless employer (management) shows interest in the safety and security of employees (staff), the latter group also ceases to paying attention to important details that may become crucial to the success of the organization. Furthermore, it is important for us to know that safety and security does not start with the type of staff (member) you recruit or hire but seeing to their Safety and Security well–being. It is the view of this paper that Workplace Safety and

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[8] Bertini, C, 2000, at the UN Security Council Open Debate on Security of UN Humanitarian and Associated personnel. Available at www.wfp.org

[9] Kiruja, M, Eric, K and Sicko, P(2011) ACT Staff safety and Security guidelines. A handbook for ACT Staff, Switzer land.

[10] Ibid

[11] Sheilk, M, (2000). Deaths among Humanitarian workers 19985- 1998. Baltimore, Johns, Hopkins School of hygiene and Public Health.

Security is everybody's business of both the employer and the employee of the courts and indeed Nigerian Judiciary.

3.   SAFETY AND SECURITY: *Conceptual differences and issues.* Safety and Security Management involves programmes that use procedures and actions to prevent or reduce the chances of experiencing harm or loss. The concepts of safety and security at workplace have received attentions from both the academics and industrialists. Although, the concepts have been misconstrued to be synonymous rather than inextricably related that must be clearly distinguished and compared for proper understanding.

According to Milan-Perez (2003), Workplace Safety is the condition of a "Steady State" of an organization or place of doing what is supposed to do. "what is supposed to do" is defined in terms of public codes and standards, associated architectural and engineering designs, corporate visions and mission statement, and operational plans and personnel policies[12]. For any organization, place, or function, large or small, Safety is a normative concept and it complies with situation-specific with definitions that are expected and acceptable. However, given that in the world of everyday affairs, not all goes as planned, some entity's steady- state may be challenged, hence when such happens, the steady-state need to be secured[13].

Security is the process or means, physical or human, of delaying, preventing or protecting against external or internal defects, dangers, loss, criminals and other individual or actions that threaten, hinder or destroy an organization's "Steady-State" and deprive it of its intended purpose for being''[14]. Therefore, using this generic definition of safety, it is possible to specify the elements of a security program by looking at safety and security issues in organizations.

The centre piece of safety issues in an organization is workplace illness, accident, diseases, trauma, emotional instability and stresses etc. In Human Resources Management literatures scholars like Van Brabant (2008), Davidson and Neal (1998) and Machair (1995) have lighted Security issues in an organization as

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[12] Milan- Perez, L A, (2003). HR How – To: Workplace Safety, Everything you need to know to ensure a safety and Healthy workplace.
[13] Ibid
[14] Ibid

encompassing areas such as security of property itself, assets, employees and clients, personal belonging and valuables, life security, personal security, and job security including income amongst others. Similarly, safety issues in organization relates to the structure itself, installations and fixtures of electrical, plumbing, air-conditioning, safety of furniture, equipment, appliances, vehicles, good quality of air and other sanitary conditions[15].

Inferentially, the safety issues are more of internal and external risk exposures while that of security is workplace violence which is more of external than internal risk exposures. Implicitly, there would not be a case of security without the mentioning of safety in an organizational setting. This is because the two concepts are so interwoven such that distinguishing and treating them separately become difficult within an organization's framework. Hence, the most important point to note in our discussion of safety and security issues is that both concepts fall within the framework of risk management and apprehension[16].

Both safety and security are considered together as inextricable concepts that must be addressed together in order to tackle and manage risk exposures at workplace[17].

3.   Relevant Theory on Safety and Security Management.

Probst and Brubaker (2001)[18] carried out study on safety and security management and supported their work with Abraham Maslow's needs theory. Maslow proposed that within every person is a hierarchy of five needs, as in physiological, safety, love, esteem and actualization. This theory which is found within the domain of motivation, is a function of need not met. Therefore, if motivation is driven by existence of unsatisfied need, then it is worthwhile for a good manager to understand which needs are the most important for individual employees. In this

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[15] Davidson, S., and Neal, J., (1998). Under cover? Insurance for aid workers. London. Available in online at www. Peoplein.co.uk

[16] Ibid
[17] Ibid
[18] Probst, T.M. and Brubakar, T.L., (2001). The effects of job insecurity on employee safety outcomes: Cross-Sectional and longitudinal explorations, in journal of occupational Health psychology. In this study the authors supported their work with Abraham Maslows needs Theory.

regard, Abraham Maslow model established that basic, low-level needs such physiological requirements and safety must be satisfied before higher-level needs such as self-fulfillment is pursued. Thus, when a need is mostly satisfied, it no longer motivates and the next higher need takes its place. In this study, what concerns the researchers is safety and security, and the bottom-line is that human beings must feel safe in their environments and free from external threats, they need to live in a secure environment.

Probst and Brubaker has examined the relationship between insecurity and safety, and they found that when insecurity increased, employee(s) safety knowledge and motivation to comply with safety policies and procedures decreased and organizational performance reduced proportionately[19]. Not surprisingly, employees with insecure and unsafe work place suffered injuries, decline in performance compared with relatively more secured and safe workplace and to a large extent their study also revealed that employees threatened with layoffs(sack) violated more safety policies and produced lower output than their secure counterparts. This means that some sources of safety and security threats are also internal or within an organization. Also job insecurity also contributes negatively to organizational safety and security[20].
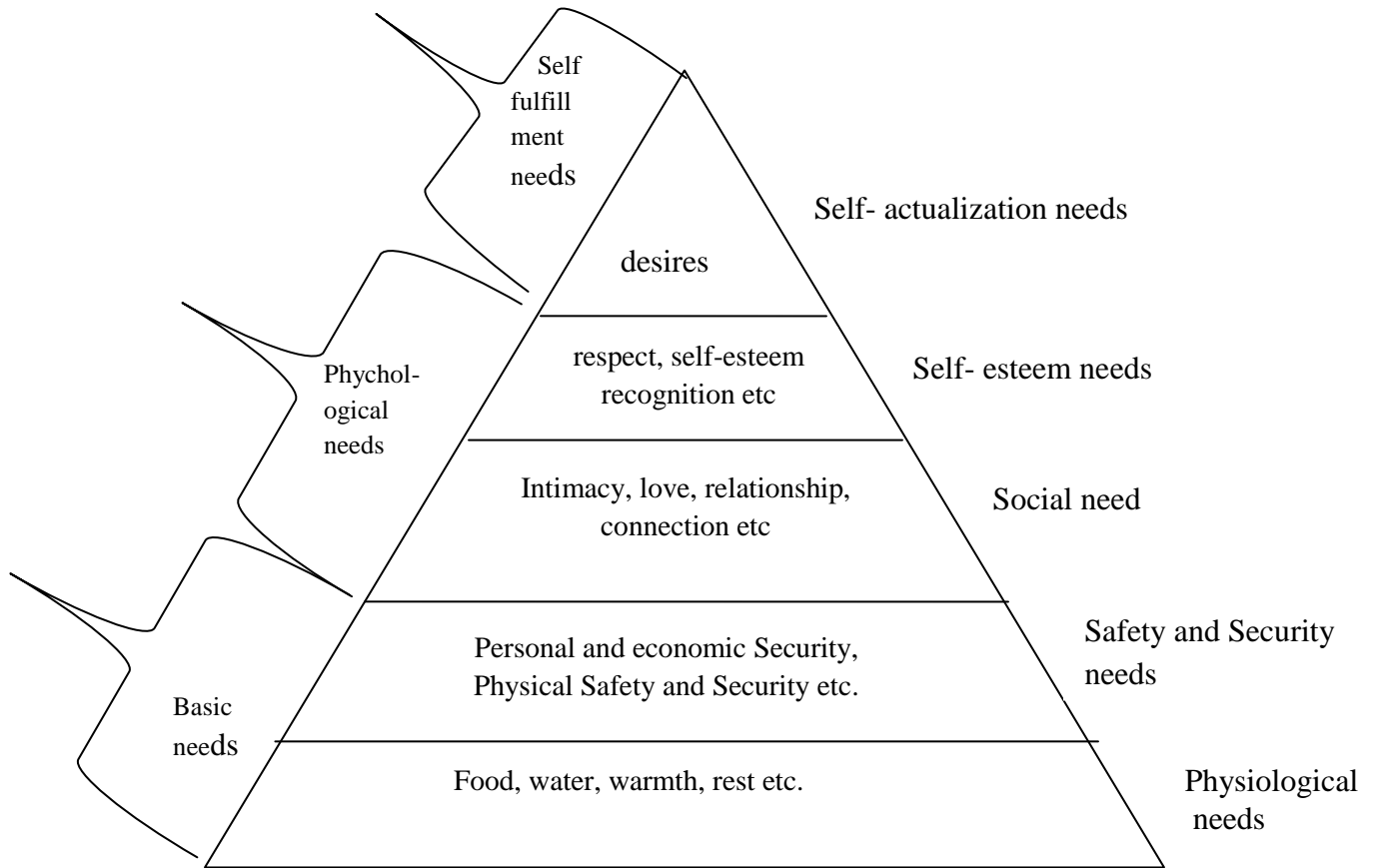
[19] Ibid
[20] Ibid

Fig. 1 Maslow Hierarchy of Need Theory of Motivation. Adopted from Nana Bature (2019), Advanced Human Resource Management

4.   Sources of Safety and Security threats in Nigeria.

Evidence of incidents worldwide and particularly in Nigeria suggests that the primary safety and security threats arise from a number of sources. To ensure that staff safety and security is ensued in an organization, the various causes or sources of these threats must be identified. Andersen (2010)[21] has developed an extensive database to help identify risks, assess probability of threats and assist in mitigating the potential for disasters.

i. Bombings:

Today in Nigeria incidents of bombings are most prevalent in all places. Research has shown that bombings since 2011 till date has proven to be potential threats to

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[21] Andersen, A. 2010 Emergency Management, safety and Security. Available online. (Accessed July, 19, 2024).

safety and security of lives and properties. Bombings and use of Land mines has caused extensive loss of lives and properties, high incident of injury and lengthy disruptions of operations in and around adjoining areas. With the persistent activities of Boko Haram sects and other insurgent groups, bombing has come to constitute potential and risk sources of safety and security in Nigeria and indeed workplaces.

ii. Kidnapping and Banditry:

This threat has emerged as a problem nationwide reaching critical level in the last four (4) years in Nigeria. Kidnappings and Banditry are conducted by terrorists and criminal (highly mobile) for political and economic reasons. These threats has become almost a legalized business in some parts of Nigeria especially in the North-West and North Central States. It must be noted that the activities of the kidnappers and bandits have even hampered free movements, and have caused serious safety and security issues in many organizations in Nigeria including the Judiciary.

iii. Assaults:

In workplace intimidation through threats to staff-fear and axiety, indecent, intentional exposure of sensitive parts of to cause distress served exploitative. Another great source of threat to workplace safety and security of lives and properties. Assaults take the form of shooting, murder and physical assaults on a person. Across various organizations in Nigeria, incident of assaults and gender-based violence are also increasing especially on females at workplace. Most common among all assaults is sexual harassment and rape. Now, there are cases of forced marriage. etc., and this has made the female folks endangered species in our workplace.

iv. Crime:

The threat from organized crime element has reached global proportions and Nigeria is not exempted, organized crime and criminal business cartels that are well developed have infiltrated private and public organizations, especially those engaged in business deals, extortions, murder, drug trafficking and bribery of government officials.

v.   Bullying and Harassments.

There are noticeable bullies and harassment from superior officers to their juniors on daily bases, and these regular threats has made personnel unsafe and insecure in their places of work. Frequent issuances of queries (written or verbal) and threats of sack in the office has contributed to making our workplace unfriendly, unsafe and insecure to allow for transparency and productivity.

vi. Corruption:

Corruption as a dishonest or immoral behavior that is at variance with acceptable standards and its impact on our political and economic spheres has constituted a great threats to lives and in most organizations including our Judiciary. Workers are new endangered species, especially when it's comes to issues of needs and survival. We can see how stomach infrastructure has threatened the survival of many organizations and their personnel. In most cases when any organization tamper with motivational needs of their personnel, the safety and security of that organization in threaten as well.

5.   Workplace Safety

Workplace safety and health is consistent, in content and context with "occupational safety and health" which in broad terms they are the same, and for the purpose of clarity and understanding occupation relates to the activities that takes place in the workplace. This subject-matter is vast in scope because of it gradual and continual in response to social, political, technological and economic changes. In recent years, globalization and its impact on the world's economies have been perceived as the greatest force for change in the world of work, and consequently in the scope of workplace safety and health, in positive and negative ways[22]. Rapid technological progress, significant developments in transport and communization's, organization, shifting patterns of employment, changes in work organization practices, the different employment patterns of men and women and the size, structure and life circles of work and of new technologies have generated

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[22] International Labour Organization (ILO) brings together governments, employers and workers' organization of 187 member states. Established in 1919, to set Labour Standards, develop policies and devise programmes promoting decent work for all women and men. World Health organization also gave standard and policies on occupational health and safety for workers.

new types of workplace hazards, exposures and risks. Demographic changes and population movements and the consequent pressures on the environment, can also affect safety and health in the world of work.

It is no coincidence that the protection of workers against sickness, disease and injury related to the working environment is central to International Labor Organization (ILO) and world Health Organization (WHO). Occupational safety and health is key element in achieving sustained decent working conditions and preventive safety cultures.

An ILO report in (Hamalainen, Takala and Saarela, 2016) estimated that:

- 2million occupational fatalities occur across the world every year.
- The highest proportions of these deaths being caused by work-related cancers, circulatory and cerebra-vascular diseases, and some communicable diseases.
- In Sub-Saharan African, the fatality rate per 100,000 workers is 21,000 and the accident rate is 16,000. This means that each year 54,000 and 42 million work-related accidents take place that may cause at least three days' absence from work.
- The economic costs of these injuries and deaths are colossal, at the workplace, national and global levels. Taking into account compensation, lost working time, cons productivity, medical expenses, training and retraining etc, estimated of these losses are routinely put at 4 percent of global GNP every year.

Most occupational and industrial accidents are caused by preventable factors which could be eliminated by known and available measures and methods. The application of these methods and strategies therefore offers significant human and economic benefits to the organization and governments at all levels[23].

Workplace Health and Safety; it encompasses the social, mental and physical well-being of workers, and it concern with preserving and protecting human resources in the workplace (ILO). It deals with all aspects of health and safety in the workplace and has a strong focus on primary prevention of hazards (WHO).

Principles of workplace (occupational) Health and Safety[24]

- All workers have rights: workers as well as employees and government, must ensure that they rights are protected and foster decent conditions of labor.

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[23] Ibid.

[24] Benjamin O. Alli, Fundamental Principles of Occupation and Health and Safety. He did an extensive work OHS under the auspices of International Labour Organization, geneve, Switzerland.

- Work should take place in a safe and healthy environment;
- Conditions of work should be consistent with workers' well being and human dignity;
- Works should offer real possibilities for personal achievement, self-fulfillment and service society.
- Occupational health and safety policies must be established;
- There is need for consultation with the social partners (Employer, employees (workers) and other stakeholders.
- Prevention and protection of the workers must be the aim of occupational health and safety policies and programs; workplaces and working environments should be planned and designed to safe and healthy.
- Health and safety promotion is central element of occupational health practice. Efforts must be made to enhance workers' physical, mental and social well-being.
- Occupational health services covering all workers should be established, which aim to protect and promote worker' health and improve working conditions.
- Compensation, rehabilitation and creative services must be made available to workers who suffer occupational injuries, accidents and work related diseases; Action must be taken to minimize the consequences of occupational hazards.
- Worker, employers and competent authorities have certain responsibilities, duties and obligations. For example, workers must follow established safety procedures; employers must provide safe workplace and ensure access to first aid; and the competent authorities must devise, communication and periodically renew and update occupational health and safety policies.
- Education, training and re-trainings are in fat components of safe, healthy working environments.
- Policies must be enforced. A system of inspection must be in place to secure compliance with occupational health and safety legislation.
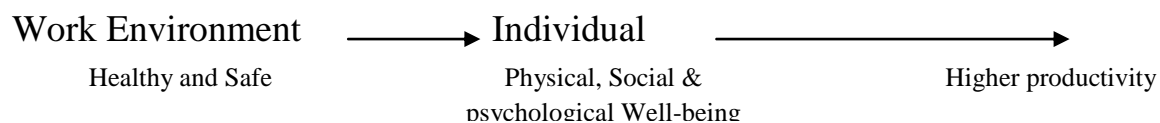
> *"Safety is 30%, commonsense 80% Compliance and the rest is goodluck".* **- Barry Spud**

Workplace and Health.

There is no doubt that work is an important component of an individual's daily life, hence a major proportion of an individual's life is spent at the workplace. Today, workplace demands a high degree of expertise, competency and professionalism

from its workers in every task they perform. This therefore means that a work's time and quality of work is used in determining performance and output (Productivity). This further means that workplace is all about "performance of tasks and output", The question is what about the individual?

An individual's work environment is crucial to his or her physical, mental and social being, as the environment can have a positive or negative impact on the individual.

Work Environment ⟶ Individual ⟶
Healthy and Safe   Physical, Social &   Higher productivity
                            psychological Well-being

The concept of establishing safe and healthy workplaces is gaining more prominence across the world, both formal and informal; As healthy workplace is one in which workers and managers collaborate to use a continual improvement process and promote the health, safety and well-being of all workers and the sustainability of the workplace.

❖ **Workplace Harassment and Violence** accordingly refers to all forms, including domestic, office and sexual violence, whereas; workplace harassment is defined as a single or repeated incident of objectionable or unwelcome conduct, comment, bully or action intended to intimidate, offend, degrade or humiliate a particular person or group. It is a serious issue and creates an unhealthy work environment resulting in psychological harm to workers.

❖ **Workplace Violence** is defined as the threatened, attempted or actual conduct of a person that causes or is likely to cause physical or psychological injury or harm. It can include:
- Physical attack or aggression;
- Threatening behavior;
- Verbal or written threats;
- Domestic violence;
- Sexual violence: - refers to any act or attempt to obtain a sexual act or other act directed against a worker's sexuality using coercion by any person regardless of their relationship to the victim in a workplace or work-related setting.

Sexual violence exists on a continuum from obscene name-calling to sexual assault and/or homicide. It includes online form of sexual violence, such as internet threat, harassment and sexual exploitation.

- **Employers** must ensure workers are not subject to or participate in harassment or violence at workplace.
- **Supervisors** must ensure workers under their supervision are not subject to harassment or violence at the work site.
- **Workers** must refrain from causing or participating in sexual harassment or violence.

Workplace Security

The Concept of Insecurity according to Ali (2013) is "the state of fear or anxiety, stemming from a concrete or alleged lack of protection," or it refers to lack or inadequate freedom from danger. This definition reflects physical insecurity which is the most visible form of insecurity and it feeds into many other forms of insecurity as such as economic and social security.

Insecurity connotes absence of safety, danger, hazard, uncertainty and lack of protection; this is affirmed by Beland (2005) that it is a state of fear and anxiety. Adeola and Oluyemi (2012) provided two definitions of insecurity, first as the condition of being subject to danger or threat of danger, where danger is the condition of being susceptible to harm or injury and secondly, as the condition of being vulnerable to risk or anxiety, where anxiety is a vague unpleasant emotion that is experienced in expectation of unfortunate incident.

These definitions of insecurity underscore a major point that those affected by insecurity are not only uncertain or unaware of what would happen but they are also vulnerable to the threats and dangers when they occur; therefore in a simple term, insecurity is defined as a breach of peace and security in relation to person(s), places or things etc.

3. Security Awareness in Workplace

- We live in troubled times;
  - ✓ People are hungry, angry and frustrated.
  - ✓ Inflation is high (26%) prices of food stuff is unbearable;
  - ✓ Money is scarce;
  - ✓ Criminals are among us;
  - ✓ Crime/insecurity is not a respecter of persons, anybody can be a victim, so be careful;
  - ✓ An unknown gun men can be a known gun men.
  - ✓ What you don't know can kill you.
  - ✓ Man wants to dominate and oppress fellow men.

1. **Insecurity and Crisis Roll Call in Nigeria**

- Terrorism.
- Kidnapping/Abduction.
- Armed Robbery.
- Banditry.
- Human trafficking.
- Drug trafficking.
- Murder.
- Sexual violence.
- Vandalism.
- Arson.
- Embezzlement.
- Cyber crimes.
- Illegal mining.
- Gun-running.

- Farmers/Herders-clashes.

- Food crisis.

- Financial crisis.

- Health crisis.

Cyber Insecurity

- 122million internet users.

- Cyber crimes/attacks.

- Internet organized crimes.

- Social media citizen journalism.

- Uncensored fake news

    - ✓ Unfounded story.

    - ✓ Misinterpreted facts.

    - ✓ Distorted reality.

    - ✓ A hoax.

    - ✓ Inaccurate information.

2. Insecurity is like the new normal in NIGERIA

- North East- insurgency.

- North West- banditry/kidnapping.

- North Central- banditry/farmer-herder crisis/kidnapping.

- South-South- militancy/kidnapping/oil bunkering.

- South-West-separatist agitations/kidnapping/yahoo-boy(scammers/cyber crimes)

- South-East- separatist agitations/kidnapping and cultism.

4. Security Awareness Strategies

The power of your enemy is directly proportional to the level of your ignorance-try to know thyself and your environment while you operate within your limit.

- A strategy of the enemy is;
  - ✓ SILENCE
  - ✓ SPEED
  - ✓ SURPRISE
- Don't be a statistic headline

  "I don't trust society to protect us; I have no intention in placing my fate in the hands of men whose own qualification is that they managed to con a block of people to vote for them". – Mario Puzo; the Godfather.
- Don't trust anyone!

5. Workplace Security Strategies

- **Reduced manual security mechanism:** it is very critical for security managers to reduce the manual procedures of physical security and access control. Fully automated security mechanisms are more robust and foolproof as compared to manual ones.

- **No exceptions in access control:** this is one of the most important guidelines for workplace security in order to manage both physical and logical security with robustness. Any exception should be based on a protocol and should be traceable.

- **Reliance on technology:** all access controls, administrative controls should be properly powered by modern and disruptive technologies to achieve the best workplace security, it remains transparent and reliable, e.g. biometric scans and Alarm systems.

- **Don't assume:** security managers should not assume that security cannot be breached or compromised. They must be at alert and ready, be aware of security procedures and emergency steps to be taken promptly.

- **Monitor and analyze regularly:** there is need for proper monitoring of the existing workplace security systems, procedures, policies and their outcomes on a regular basis. Never skip the defined procedure to monitor the security mechanism at the workplace.

- **Use equipment/facilities properly:** when at workplace, always take proper precaution, don't take shortcuts and always use facilities for what they are intended or meant for.

- **Pay attention to signage:** signage is placed to indicate that there could be potential hazard in the area and includes important information, please take-note!

- **Know where emergency exits are:** all employees and indeed visitors should know where safety exits are in case of emergency evacuation and always keep the emergency exit accessible and clean. There should be a muster point in case of mass evacuation from danger size.

- **Always report unsafe conditions:** it is imperative to always report unsafe conditions to management, so that it can be quickly addressed.

- **The need to have facilities/equipment inspection protocols:** always inspect facilities or equipments for safety to prevent malfunction, reliable operation and mitigate the risk of accidents.

- **Heat stress prevention:** staff needs to understand what to do to prevent heat stress at work, reduce risk of heat-related illness, especially during elevated temperatures.

- **Vehicle Safety:** staff should be informed about vehicle safety protocols, safe driving practices regular maintenance checks for roadworthiness and adherence to traffic regulations.

Workplace Insecurity: Be Aware, Then Think on These!

- Assess the security needs of your organization.

- Do a SWOT analysis.

- Identify internal and external threats.

- Align security with your organizational goals.

- Design a security plan/or Security Policy.

- Design incident response process and how to handle security breaches using -Security Management Committee.

- Promote a culture of security awareness in your organization.

- Review security strategy regularly.

- Outsource if and when necessary.

- Mind your language: say the correct things most of the time, if not all the time.

- Understand that people must not share your world view.

- Do what you can defend.

- Make rules and regulations that are flexible then people would obey it.

- Do not tell somebody "you can't do anything"

- Avoid showmanship/financial arrogance.

- Avoid known comfort zone/triangular movement.

- Take nothing for granted.

- Do not be in-charge always.

- ID based access control for personnel.

- Maintain a visitor record (Manual or digital biometric)

- Deployment of surveillance camera in and around the workplace which should include safety-security-crime prevention design audit. ***"Safety and Security is never "attained" but a work in progress in tension***

between ALARP (As Low As Reasonably Practicable)and the Precautionary Principles" – Rob Long

Conclusion:

As I conclude this paper, it is necessary for me to again stress that safety and security are very important issues in organizational management and it must be taken seriously across our judicial establishments.

Today, the rate of geometrical growth in our population without corresponding growth in job opportunities has created eminent threats to our survival as a nation[25]. The negative economic indices, explosion in Information and Communication Technology, increase movement of weapons and drugs trafficking, migration of insurgents and bandits across Sahara and West Africa have brought to the rational focus the issue of safety and security management particularly in the workplace and it must be addresses promptly. It is therefore the position of this paper that the leadership of Nigerian judiciary must show more commitment to Safety and Security.

Consequently, safety and security of lives and properties in the judiciaries across the country if well managed would not only enhance organizational stability and encourage productivity but Advance Justice and efficiency in our courts. May I, humbly reiterate these suggestions; the need for urgent safety and security policy in all the Courts, Improve funding through budgetary allocation for safety and security courts, Deployment of Technological Devices to secure our courts and other offices. It is my believe that when workplace is safe and secured, personnel will work with greater efficiency and increase productivity.

"At the end of the day, the Goals are simple; SAFETY AND SECURITY" – Jodi Rell

Thank you all for your kind attention.

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[25] Ojukwu C.S. Emmanuel (2021) , the 'F' factor why Public relations fails. Kraft Book Ltd; Ibadan. A Seasonal and highly experienced Police Officer. He was the Force public Relations officer of the Nigerian Police and at various times a former Commissioner of police. Currently, Provost, Nigeria Police school of Public relation.