

EMPLOYMENT POLICIES AND PRACTICES IN THE MINISTRY OF HOME
AFFAIRS IN NAMIBIA: AN EXAMINATION OF THE DEPARTMENT OF POLICE

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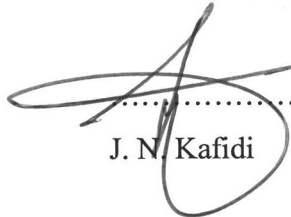
LIST OF ABBREVIATIONS



NAMPOL- NAMIBIAN POLICE
OPM- OFFICE OF THE PRIME MINISTER
PAM- PERSONNEL ADVISOR MEASURES
PLAN- PEOPLE'S LIBERATION ARMY OF NAMIBIA
PSC- PUBLIC SERVICE COMMISSION
PSSC-PUBLIC SERVICE STAFF CODE
SWATF- SOUTH WEST AFRICA TERRITORIAL FORCE

DECLARATION

I declare that this research is my own work, that it has not been submitted for any degree or examination in any other University and that all the sources I have used or quoted have been indicated and acknowledged by complete references.


.....
J. N. Kafidi

18.03.2003.
.....

date



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DEDICATIONS

This work is dedicated to my parents, Mr. and Mrs. Kafidi, my lovely daughter Tuuli-Emilia and my brothers and sisters for their moral support.



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ABSTRACT

EMPLOYMENT POLICIES AND PRACTICES IN THE MINISTRY OF HOME AFFAIRS IN NAMIBIA: AN EXAMINATION OF THE DEPARTMENT OF POLICE.

The study examines the employment policies and practices with specific references to the recruitment, selection and placement in the Namibian Police Department. Since the Public Service Charter of the Republic of Namibia requires Public Servants to promote a culture of fairness, transparency and accountability, it seems important to examine the recruitment, selection and placement process to identify the areas of malpractices and the manner in which the recruitment process is conducted within the Department of Police.

The study focuses on the recruitment process since Namibia received its independence in 1990. To put the study in the right context, the general overview of the Namibian Public Service is outlined to give more information regarding its establishment and on how the Department of Police relates to other public institutions, such as Public Service Commission.

The study was conducted in the researcher's employment, Ministry of Home Affairs, Head Office of the Department of Police in Windhoek. The research method used to collect data is a case study. This method is chosen among others since it allows the researcher to conduct extensive study by drawing data from the multiple sources of information such as unstructured interviews, process of observation, documents and the Internet. The study is conducted within the qualitative paradigm.

The study analyses the policies that have been established to serve the purpose of recruitment in the public service of Namibia. Since the Department of Police has to implement recruitment process, such policies play major roles in the police recruitment process. Thus, a critical review was conducted to determine the manner in which the recruitment process is conducted and on which the findings of the study are based.

These outcomes informed the findings and conclusion of the study as well as helping to formulate further recommendations to improve the recruitment process.

The findings of the study are drawn from the two components of the department viz: Civilian and Police. On the Civilian component, it was established that ministries (including Police Department) are mandated by the Public Service Commission to exercise their own discretion on the recruitment of entry positions. This mandate was given because the Namibian public service has no written recruitment policy for entry positions. At the side of Police component, it was established that promotion positions are not advertised instead candidates are recommended for promotions by their supervisors while there is no performance appraisal system in place. It was also established that there is a lack of trained personnel to conduct the recruitment process.

It was concluded that the recruitment process in the Department of Police is influenced by many different aspects such as the legacy of past dispensations. However, through analysis, the researcher found that NAMPOL conducts the recruitment process in accordance with the theoretical procedures of conducting the recruitment despite the non-existence of policy guidelines for conducting recruitment for entry positions.

CHAPTER 1

INTRODUCTION AND BACKGROUND

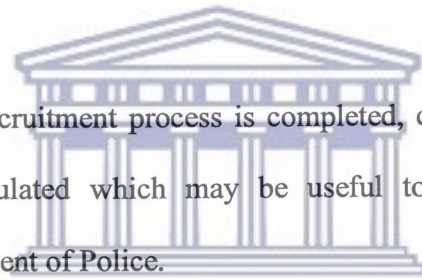
INTRODUCTION

This study examines the effectiveness of employment policies and practices that have been implemented by the Department of Police. The Public Service Charter of the Republic of Namibia requires that when executing the public duties all public servants should uphold principles of fairness, transparency and accountability. This charter was introduced to eliminate nepotism, tribalism and corruption in government services. The aims of the study are to examine the recruitment, selection and placement processes in the Department of Police. The rationale of the study is to find solutions to apparent malpractices conducted during the recruitment process in the Department of Police. In addition, it provides an overview of the Namibian public service since 1990. This overview paves the way forward, linking the Department of Police to the Ministry of Home Affairs, which in turn is also linked to the Office of the Prime Minister. Although the study focuses on Namibian Police recruitment process, it is important to involve the Office of the Prime Minister because it is directly responsible for issuing directives used in the recruitment process.

The study visits the policies used in the recruitment process that makes the recruitment in the department of police possible. These policies aid the recruitment process by providing guidelines on how to conduct the recruitment process.

An examination of all the policies and guidelines within the study is necessary to understand the current employment practices implemented by the Namibian Public Sector and the Department of Police in particular. Thus, the study examines the practical recruitment process by comparing the practices and theory of conducting recruitment within literature as well as provisions made by the recruitment policies. The study investigates possible inconsistencies within these policies and gaps that may lead to the ineffective implementation of recruitment policies, which in turn may be capitalized for any purposeful malpractices when conducting the recruitment process. Similarly, the abilities of officials to execute duties are examined.

Once this examination of recruitment process is completed, conclusions are drawn and recommendations are formulated which may be useful to the recruitment process implemented by the Department of Police.



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STATEMENT OF THE RESEARCH PROBLEM

The employment policies and practices such as recruitment, selection and placement are not effective in promoting the culture of fairness, transparency and accountability in the Department of Police. The recruitment process is not fairly conducted within the Department of Police because individuals who hold positions of power, used their positions to unilaterally appoint candidates without advertising the positions, interviewing and sometimes without even informing people close to them in the ranking structure.

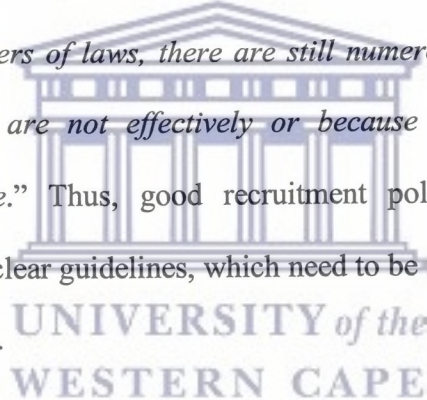
On several occasions where the positions were advertised, the best candidates selected for positions were often related to some officials within the department. Thus, the Department of Police employs relatives and friends. Noticeably, the Department of Police appoints people in high-ranking positions who do not have acquired necessary experience and qualifications. Many people within the department who may possess necessary qualifications are not appointed to those positions. In addition, they are not afforded opportunities to apply and compete for these high positions because the positions for Police officers are not advertised.

The department recruits more of the Oshiwambo and Caprivian speaking people more than other tribes. The claims of malpractices in recruitment process have also been raised unabated in the national radio and newspapers. The employment process needs to be implemented according to the terms of the African Charter on which the Namibian Public Service Charter is based. This charter is aimed at eliminating nepotism in the public service as it guarantees equal opportunities for all in the recruitment and promotion of government employees (Hamata, 2001).

As a result, the spokesperson of the department responded to these claims, via the National Television on 15 April 2002, that the recruitment process within the department is conducted fairly because the appointed people who lack the necessary experience do not have the relevant qualifications. Thus, it is important to further investigate these topical issues, which beset the department who people of Namibia trusts to execute its duties of maintaining law and order.

RELATED RESEARCH / LITERATURE REVIEW

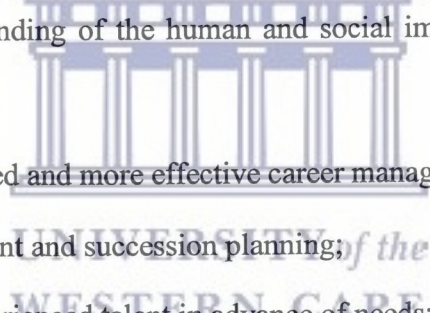
For a recruitment process to be effective, the public service needs the recruitment policies that clearly specify the objectives of the recruitment process and provides guidelines for implementing the recruitment programmes (Nel, Gerber, Van dyk, Haasbroek, Schultz, Sono & Werner, 2001:226). These policies need to be shaped so they are credible and workable and help to avoid inconsistency and confusion in the implementation process. Van der Geese & Van der Hoeven (1999:184) said: *“the organization that has a wide variety of laws that seeks to regulate the operation at the workplace ..., despite the existence of the large numbers of laws, there are still numerous operational problems, either because some laws are not effectively or because they are not adequately comprehensive in coverage.”* Thus, good recruitment policies have adequate and comprehensive coverage of clear guidelines, which need to be followed to prevent people capitalizing on the weakness.



Antony, Perrewe & Kacmar (1996:241) suggest that the effectiveness of the recruitment policies could be determined by evaluating the recruitment methods that determine cost versus benefit of the various methods. The number of potential candidates attracted by the advertisement also determines the effectiveness of recruitment process.

The researcher is of the view that where the unemployment rate is high, candidates apply for any advertised positions for the sake of acquiring jobs and they may not always be interested in the position.

The researcher does not wish to determine the effectiveness of the recruitment policies based on number of attracted candidates but on how interested and qualified these candidates are to serve in the organization. Therefore, policy effectiveness is evaluated in conjunction with the workforce planning, because recruiting without a plan leads to an imbalanced workforce in the organization. Workforce planning is defined by Nel *et al.*, (2001: 219) as “*an effort to find a possible or probable future scenario, rather than attempt provide definitive forecasts.*” However, the recruitment process cannot be emphasized in isolation of the workforce planning. Horwitz in Nel *et al.*, (2001:220) explains the benefits derived from workforce planning as follows:

- 
- it improves understanding of the human and social implications of the business strategy;
 - it leads to an improved and more effective career management;
 - employee development and succession planning;
 - ability to recruit experienced talent in advance of needs; and
 - to facilitate the achievement of corporate objectives.

In an organization, the effectiveness of the recruitment process is important, and the Namibian Public Service is no exception. The reasons for having effective policies in the public service are to ensure the prevalence of the fairness, transparency and accountability. South Africa’s White Paper on Human Resources Management in the Public Service pointed out that fairness, equity, accessibility, transparency and accountability are values that derived from its Constitution and underpin the Human Resource Management in the South African Public Service.

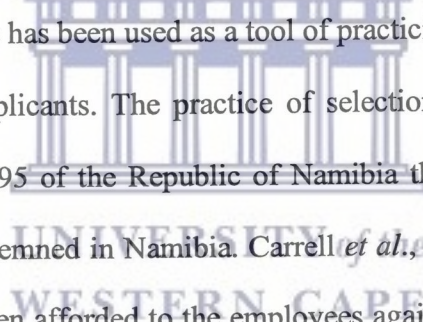
Further more, this document suggests that cost effective recruitment must be designed to reach and attract candidates from all sections of population and maximize recruitment among people from the historically disadvantaged groups (Department of Public Service and Administration, South Africa, 2002).

To identify and attract the suitable applicants, the Department of Police's advertisements need to be effective in terms of the substance of the advertisement and the extent to which it reaches the targeted groups. It also depends on the reputation of the organization itself, since well-qualified people would not like to offer their services to an organization that has a bad reputation. Nel *et al.*, (2001:226) defines recruiting as the process of attracting potential job applicants from the available labour force. Recruitment is a two way process in which the organization looks for an applicant and an applicant looks for a job. For an applicant and employer to reach each other, there must be a medium of communication such as a newspaper, radio and advertisement bulletin (Gerber, Nel & Van dyk, 1996:110).

Carrell, Elbert, Hatfield, Grobler, Marx & Van der Schyf, (1997:147) stated that the organization needs to use the recruitment sources, whether they recruit internally or externally.

A thorough study needs to be carried out to determine all the implications that face the organization when a decision is to be made on which one of the recruitment resources needs to be used. Recruitment selection involves choosing the best candidates who performed best during the interview session to fill the position.

In selecting the best candidates, Carrell *et al.*, (1997: 174) indicated that the Human Resource Manager must review the application forms received from a pool of applicants. While the researcher acknowledges Carrell's views, it needs to be stated that a permanent interview panel members appointed based on their ranks of seniority conducts the selection process in the Department of Police. But seniority does not mean that the person knows their entire job. This process is regarded as fair to promote the values of fairness, transparency and accountability. However, the members of interview panel are not always well informed and may not have experience regarding the job content of the position for which they are interviewing the candidate.



In the past, Selection process has been used as a tool of practicing discrimination, directly or indirectly against the applicants. The practice of selection is now specified by the Labour Act; Act no.6 of 1995 of the Republic of Namibia that states that all forms of discrimination must be condemned in Namibia. Carrell *et al.*, (1997:175) explain that all the protection, which has been afforded to the employees against unfair Labour practices are now extended to job applicants. The South African White paper on human resources management in the public service indicates that selection of best candidates must be based on the inherent requirements of the position and on the competencies, rather than on the undue over emphasis on academic qualifications. After the best candidates have been selected, they must confirm the acceptance of the employment offer in writing, and later the placement process must take place. Placement process differs from departments to departments.

Police recruitment process has its unique standard ways of recruitment, unlike those in the civilian recruitment process. Each country has its own ways of conducting its recruitment process. Thus, most countries require the following requirements for appointment in the Police force such as:

- citizenship;
- person must be at least 18 years old;
- possess a valid driving license; and
- academic qualifications.

The study is not a comparative study but lessons from other countries' police recruitment process are used to illustrate the recruitment procedures and to find some similarities with the Department of Namibian Police recruitment process.

For example, in Australia Police Services, applicant has to meet the following:

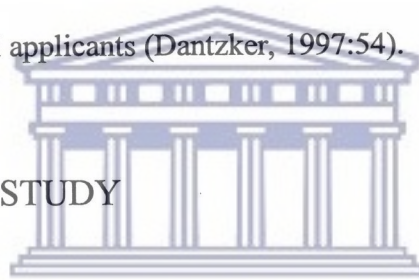
- security clearance;
- undergo health assessment including examinations of cardiovascular, musculoskeletal, vision, color vision, illicit drugs by testing urinary drug screening as primary principles.
- physical tests include strengthening testing including push-ups; sit-ups and chin ups (Australia protective services, 2002).

The recruitment process in Great Manchester Police Service requires the applicants to undergo seven stages of recruiting procedures. Height and weight of the applicants are one of the criteria set for recruitment (see Annexure A attached).

In Florida Police Service, the selection process includes:

- written application;
- the written aptitude or psychological test;
- the background investigation, polygraph testing;
- psychological interview;
- the oral board interview and the medical test.

Applicants who failed in one stage are eliminated from progress to the next stages. To shrink the applicants' pool, a weeding out procedure is used as opposed to a screening orientation. An unacceptable driving history and bad financial records serve as ground reasons to weed out potential applicants (Dantzker, 1997:54).

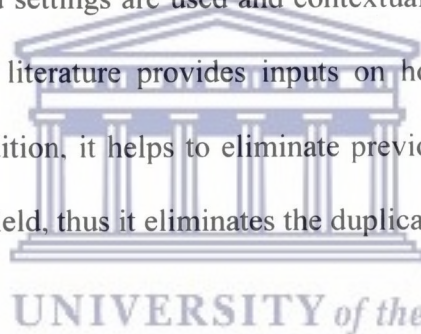


OBJECTIVES OF THE STUDY

- To determine if there is any purposeful malpractice in the employment process;
- To review the criteria used in the placement process;
- To investigate the manner the selection process is conducted in the Department of Police;
- To review the content of the recruitment policies and determine the possible gap between policy theory and practices;
- To investigate the abilities of the officials responsible for the employment process; and
- To recommend possible changes to the policies and for the employment process.

RESEARCH METHODOLOGY

The research design is a case study presented in fairly broad terms. Cresswell, (1998:61) described a case study “as an exploration of a bounded system or a case (multiple cases) over time through detailed, in-depth data collection involving multiple sources of information rich in context”. This tradition is chosen among others because it allows the researcher to conduct an extensive study, drawing data from the multiple sources of information such as interviews, process of observation, documents and the Internet. The study is conducted within the qualitative paradigm. Literature on the management of recruitment itself and related settings are used and contextualised to reflect on the theme of this study. A review of literature provides inputs on how the recruitment process should be conducted. In addition, it helps to eliminate previous areas of study that have been conducted within this field, thus it eliminates the duplication of the information.



The Department of Police employs close to eight (8000) thousand staff members across the whole country. A physical research was conducted in the Ministry of Home Affairs, National Head Office of the Department of Police, in Windhoek. However, since the Office of the Prime Minister drafts the policies utilized in the recruitment process, the researcher was left with no other option but to also interview officials from that Office who are responsible for the drafting of policies. Twelve unstructured face-to-face interviews were conducted with the officials at the National Head Office of the Department of Police. Hence, seven out of the interviewed individuals requested that their identities should not be revealed.

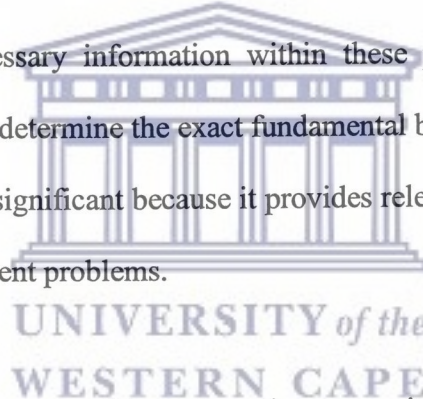
Despite having a big number of staff members, people dealing with the recruitment process are (30) thirty in total. Two interviews were also conducted at the Office of the Prime Minister. The total interviews are fourteen (14). Duration per interview took ten (10) minutes. To avoid bias in the interview process, the researcher interviewed members from the management and operational level. These interviewees were chosen randomly. This interview process was necessitated to balance the information acquired from the different echelon of the department. The information obtained through the unstructured face-to-face interviews or through literature is analyzed to suit the aims of the study. The members interviewed are responsible for implementing policies that are under study. These techniques are important for the researcher to obtain the interviewees' in-depth knowledge relating to the subject matter. The researcher chose unstructured interview since it does not limit the researcher to conduct follow up to questions thus, it helps the researcher to obtain more information from the interviewees.

The researcher treated Internet as a helpful source of information whereby multiple type of information is collected. In fact this source played a role by allowing the researcher to conduct an extensive research on the entire Namibian public sectors that are relevant to the study, which otherwise could have become impossible for the researcher to visit.

SIGNIFICANCE OF THE STUDY

The study is significant because it investigates the effectiveness of the recruitment policies and wishes to determine whether there is a culture of fairness, transparency and accountability within the recruitment process concluded by the Department of Police.

Since there are some inconsistencies within the recruitment process, this study is important to determine the sources of these problems and to recommend changes. The main aims of the study are to review the policies, and to examine whether the proper procedures are followed within the recruitment process, and then to recommend eliminating possible unnecessary information within these policies. As a result, this investigation is important to determine the exact fundamental basis to solve the prevailing problems. The study is also significant because it provides relevant recommendations and possible solutions to the current problems.

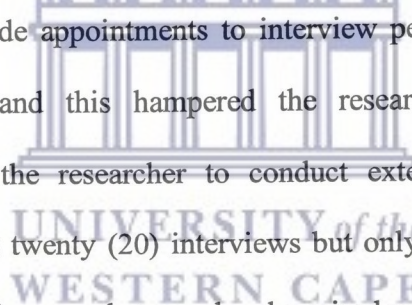


The study also highlighted any possible malpractices committed during the recruitment, selection and placement process, which need to be minimized or totally ceased in the process. The recommendations put forward are important to shape the policies that need to contain relevant and updated information. However, through the process, the Public Service promotes a spirit of honesty, as well as the culture of fairness, transparency and accountability. This study is not only helping to promote the transparency in the Namibian Public Service, but it also helps future researchers to build up on the current topic.

LIMITATIONS OF THE STUDY

The study aims to examine the employment process in the Department of Police. It was established that there is a lack of literature on the public service of Namibia and more specifically on the Namibian Police operational activities.

In addition, any available information is not made accessible to the resource centers. These documents are also considered to be confidential despite the fact that the researcher is an employee of the department. The researcher had limited access to the above-mentioned information because of confidentiality issues.



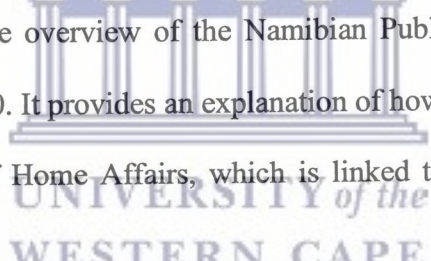
Although the researcher made appointments to interview people, some people did not honor their appointment, and this hampered the researcher's progress. Financial constraints did not allow the researcher to conduct extensive research. Thus, the researcher aimed to conduct twenty (20) interviews but only fourteen (14) people were interviewed. Another limitation was that people who raised such complaints have decided to remain anonymous. Therefore, no specific cases were investigated, since the researcher was denied access to scrutinize the personnel files.

DEFINITION OF KEY TERMS

- PERSONNEL SELECTION is the process of choosing from a group of applicants the individual best suited for a particular position.
- AFFIRMATIVE ACTION is a business strategy and process aimed at transforming socio-economic environments which have excluded individuals from disadvantaged groups to allow them access to opportunities based on their potential.
- PERSONNEL PLACEMENT is the assignment or reassignment of an employee to a new or different job. It includes the initial assignment of new employees and the promotion, transfer, or demotion of present employees.
- PERSONNEL PROMOTION is the progress from one position to another position at higher level, and not to incremental advancement within the current grade.
- PERSONNEL RECRUITMENT in the Police Services is the process of searching for suitable employees, stimulating them to apply and make the Namibian Police their career.

ORGANIZATION OF THE STUDY

Chapter one, the introduction, highlights the nature of the study, namely to investigate the effectiveness of employment process. The chapter presents the core issues in the recruitment process, which prompted the researcher to initiate the study. In order to find the solution to the research problems, the literature review was concluded that provides some insight on how the recruitment process must be conducted. The chapter discusses the research tools, the objectives and the significance of the study. In addition, the chapter covers the definitions of key terms and limitation experienced in conducting the research process.



Chapter two is based on the overview of the Namibian Public Service since Namibia gained independence in 1990. It provides an explanation of how the Department of Police is linked to the Ministry of Home Affairs, which is linked to the Office of the Prime Minister.

Chapter three deals with Policies in the Public Service established during the post independent Namibia to assist in the recruitment process. This chapter highlights the provisions and requirements interested candidates must have in order to qualify for appointment in the public service. It also brought forward the amendments made in recruitment policies, which align it with affirmative action, which was later introduced, and has a direct influence on the recruitment process.

Chapter four deals with the practical employment process in the Department of Police. The chapter focuses on the procedures necessary to conduct the recruitment process. In addition, it analyzes the entire recruitment process including the interview, selection and acceptance of offer, placement and induction in the employment premises.

Chapter five highlights recommendations and conclusion that are highlighted in the study as well as the interpretation of the data and findings.

In summary, the study attempted to find solutions to the problems in the recruitment process by presenting an overview of the Public Service, of which the Department of Police forms part. This will be discussed in the following chapter.



CHAPTER 2

NAMIBIAN PUBLIC SERVICE

AN OVERVIEW

Namibia gained its independence on 21st March 1990 from the South African colonial master. At independence, the new government witnessed many daunting challenges that required its solutions. It inherited functions of old fragmented Public Service segmented in terms of eleven ethnic self-governing administrations (International Defence and Aid Fund, 1989:24). It also inherited close to 42 562 staff members employed during the colonial time (Wage and Salary Commission in Kalula & Madhuku, 1997: 147). As a result, the new Namibian government had integrated them into one entity, namely the Namibian Public Service. Previously in the old regime, the recruitment process was conducted unfairly because procedures of conducting the recruitment were not properly followed. The new public service established procedures, which needs to be followed when conducting a recruitment process. Also, it established legislation that governs the employment process in the new dispensation. This was done to afford all the interested people opportunities to apply for employment in the public service.

The public service consists of many ministries, which includes the Ministry of Home Affairs. The Ministry of Home Affairs subordinate the Office of the Prime Minister, that serves to provide government institutions with frameworks for strengthening policies, strategies, system and competencies for good governance.

More information on the Ministry of Home Affairs will be discussed later. The office of the Prime Minister comprises of the Public Service Commission Secretariat, which is responsible for providing technical advice and administrative assistance to the Public Service Commission. The Public Service Commission is then responsible for ensuring the establishment of an empowered and competent corps for good governance, which includes the employment process in the public service.

PUBLIC SERVICE COMMISSION


The Public Service Commission was established in terms of article 112 of the constitution of the Republic of Namibia. Public Service Commission Act, Act 2 of 1990 was also established to enforce the functioning of the Commission. In terms of article 112 of the Constitution of the Republic of Namibia, the commission must have a chairman with no less than three and not more than six persons. This commission is mandated to function independently and impartially and accountable only to the National Assembly.

The commission has the following responsibilities:

- to provides advice on appointment of suitable persons, specify employment categories in the public service;
- to oversee, drive and co-ordinate the transformation process of the public service on behalf of the cabinet and the parliament;
- to makes recommendations on the directives, practices and systems established to give effect to personal and non personal personnel administrations;

- to fully assist in the balance structuring of the public service through the implementation of the Affirmative Action and Employment Act to achieve the aim of equal employment opportunities as according to Article 23 of the Namibian constitution (Namibia, constitution, 1990).
- the commission is also entrusted to make recommendations on appointment especially on promotion in the whole public service excluding the Namibian police members' recruitment process, which is governed under the Police Act, Act 19 of 1990.

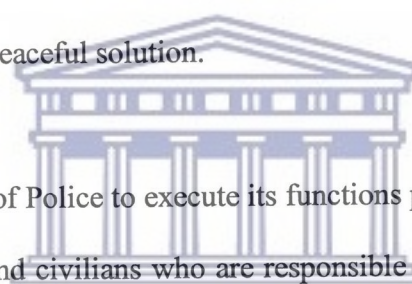
THE MINISTRY OF HOME AFFAIRS



At independence, the new government established new ministries and new policies that replaced the old ones used during the colonial time. The Ministry of Home Affairs is one of them. This ministry comprises two departments namely the Department of Police and Department of Civic Affairs. The study focuses on the recruitment process in the Department of Police. The Namibian Police Service was established in terms of Police Act, Act 19 of 1990 of the parliament. It adheres to the principles and philosophy of the rule of law and, as such, the force is a service providing organization for citizens and foreign nationals within Namibia. The Namibia police's main duties are to prevent crime, to investigate any alleged offences and to maintain internal security.

To preserve internal securities and maintain law and order in the country, the police officers are charged with responsibilities to take the necessary steps which on reasonable grounds are necessary for the:

- protection of the internal security and peace;
- maintaining of peace and stability;
- protection of human life;
- protection of properties from malicious damage;
- apprehension of offenders and bringing them to book in time;
- suppression of all forms of civil disturbances anywhere in Namibia; and
- contribution to any peaceful solution.



In order for the Department of Police to execute its functions properly, it needs to appoint responsible police officers and civilians who are responsible for the daily administration duties. As a result, the Department of Police comprised of two components, civilian personnel appointed in terms of Public Service Act, Act 13 of 1995 and force members appointed in terms of the Police Act, Act 19 of 1990. Beside the mentioned legislation, these Acts prescribed certain regulations, which form part of guiding principles regulating appointments and promotions in the department of police.

In conclusion, this chapter provided brief overview of the establishment of the Namibian Public Service. The Namibian Public Service formed a bureaucratic structure. In terms of their administrative duties, all the ministries in the Public Service have to report to the Office of the Prime Minister.

When conducting the recruitment process, the ministries rely on the policies established by the Public Service Commission at the office of the Prime Minister.

In particular, this chapter highlights the components that make up the Department of Police and the Ministry of Home Affairs. It also specified the legislation under which the recruitment process within the Department of Police is conducted. This legislation is the core theme of the following chapter.

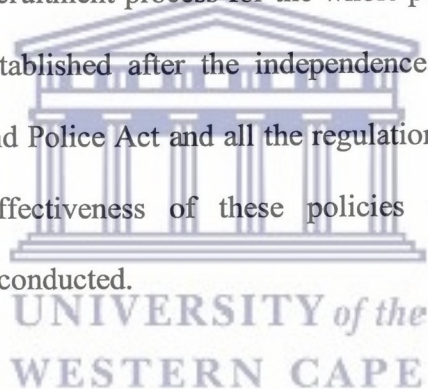


CHAPTER 3

RECRUITMENT POLICIES IN THE NAMIBIAN PUBLIC SERVICE

INTRODUCTION

This chapter describes the policies that were adopted by Namibian after its independence. It also provides the definition of these policies. Since new government's objectives is to establish a harmonious public service, these established policies create a conducive environment in which the recruitment process for the whole public service is conducted. The recruitment policies established after the independence are Public Service Staff Code, Public Service Act, and Police Act and all the regulations made under the Acts. A critical analysis of the effectiveness of these policies through examining their implementation process was conducted.

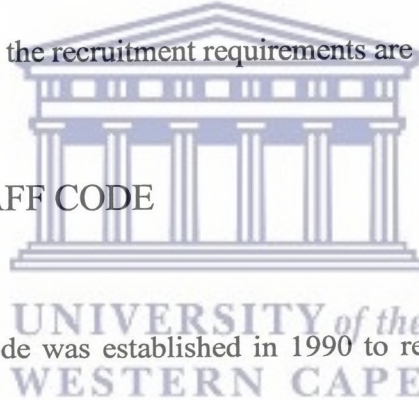


This chapter clarifies the procedures of conducting recruitment and the necessary requirements needed for candidates to be appointed. These form the core features of the chapter. Besides the requirements, the chapter analyses Affirmative Action (Employment) Act, which guarantees equality and forbids the discrimination of all nature in the independent Namibia. The analysis identified and emphasized obstacles that impede the successes of policies. An effort has been made to examine the recruitment policies which are in conflict with the Namibian Constitution. The researcher also examines the amendments to these policies to access how functional these changes were in the recruitment process.

ADOPTED POLICIES IN CONTEMPORARY NAMIBIA

Policy is described by (Cloete & Wissink, 2000:3) as a “*statement of intent*”. Therefore, Policy specifies the basic principles needed to be pursued in attaining specific goals. Namibia attained its 12th independence of self governing this year, thus, it is the new government’s objective to adopt policies that serve the interest of all the people, unlike the fragmented policies in the old government. To achieve these objectives and to ensure that it has established a harmonious, multi-cultural racial society whereby people of different races work together as Namibians, the new government established impartial recruitment policies in which the recruitment requirements are classified.

PUBLIC SERVICE STAFF CODE



The Public Service Staff Code was established in 1990 to replace the old policies used during the colonial time. This code specifies the conditions the candidates need to meet in order to be appointed in the Namibia public service. Chapter 5 of the code indicates that a permanent appointment in the public service must be made for a probation period of 12 months, except in case of pupils who serve in the temporary capacity. A probationary period is necessary when the:

- person is appointed to a post in which his/her field of work fundamentally differs from that of his/ her former employer;
- person is appointed after the relaxation of requirements; and
- person is appointed on promotion.

This code specifies that recruiting is aimed at satisfying the current and future manpower requirements by recruiting persons who will be available for future needs in promotion posts within the public service. Thus, it indicates that positions must be advertised within the department, within the public service and outside the public service. At the same time, the code indicates that the Public Service Commission is responsible for advertising positions at the beginning of each month and the request of each ministry must reach the Public Service Commission for advertising not later than the 10th day of the preceding month. Vacancies must be circulated to all the ministries, agencies and departments within the public service. The advertisement is also placed according to the requirements prescribed by Personnel Advisory Measures (PAM). PAM is the regulation described in measures set to direct the personnel administration which include the recruitment process.

Chapter B.11.1(2) and (5) of the code points out that selection is a process which must be applied continuously in order to determine a candidate's suitability for appointment and his/her suitability for promotion. This code was supplemented by the enactment of Public Service Act, Act 13 of 1995 of Parliament. Also, this code serves as a fundamental base where recruitment process is detailed.

PUBLIC SERVICE ACT, (ACT 13 OF 1995) OF THE PARLIAMENT

The government of Namibia aims to amend some old policies and establish new ones that it deemed fit to support the manifesto of the ruling party. As a result, the Public Service Act, Act 13 of 1995 was enacted.

This Act aims “to provide for the establishment, management and efficiency of the Public Service, the regulations of the employment... of staff members in the Public Service, and other incidental matters” (Namibia, Public Service Act, Act 13 of 1995:2). This Act is issued to support Public Service Commission and Public Service Staff Code, which have been in existence from 1990 for administrative guidance in the Public Service. The Act sets out conditions that must be followed in executing duties. Section 18(3) provided for Personnel Administrations, including the conditions for the filling of positions within the Public Service. It clearly acknowledged that the requirements for filling of the positions should be determined merely by the following:

- qualifications;
- experience;
- level of training; and
- relative merit.



The Public Service Act, Act 13 of 1995, section 18 (1) which states that “... every appointment, promotion and transfer to or in the Public Service shall be effected on such contract of employment as may be approved by the Prime Minister on the recommendation of the Commission”.

The Public Service Act, (Act 13 of 1995) section 18(2) describes the appointment requirements on permanent positions in the Namibian Public Service of Namibia as follows:

- o a Namibian
- o suitable in all respect for permanent appointment in a post and is free from any disease or physical or mental defect likely to materially interfere with the proper performance of the duties.

The Public Service Act, Act 13 of 1995 plays imperative role up to the present date in the daily administrative activities of the Namibian Public Service. Since the Act did not detail the procedures of implementation, the Public Service Commission has issued administrative quasi-legislations. Administrative quasi legislations are described by Burns, (1999:81) as "*internal circulars, guides and directives*". Hence, No.211 Regulations under the Public Service Act, Act 13 of 1995 was established. It also issued internal circulars that assist in the administrative purposes of recruitment process such as the filing of posts on probation *Public Service Staff Rules (PSSR B.V.)*.

AFFIRMATIVE ACTION (EMPLOYMENT) ACT, ACT 29 OF 1998

The government uses affirmative action as a tool to uphold the provisions of the Namibian Constitution, specifically, article 10 that guarantees equality for all and prohibits discrimination on the grounds of the sex, race, colour ethnicity, religion, creed or socioeconomic status.

Swanepoel, Erasmus & Scheik (1998:172) indicated that at independence, positions of wealth and power were held by white males, while blacks were subjected to inferior positions. This is a self explanatory practice of discrimination. To find solutions to this situation, article 23 of the Constitution of the Republic of Namibia empowered Parliament to enact legislation, and implement policies and programmes to advance people who have been socially, economically or educationally disadvantaged by past discriminatory laws and practices. As a result, Affirmative Action (Employment) Act, Act 29 of 1998 of the Republic of Namibia was enacted. This Act came into existence in 1998. Before this Act, there was Racial Discrimination Act, Act 26 of 1991, which made it a criminal punishable offence for a person pursuing the old practices of racial discrimination and apartheid activities. The Act targeted three designated groups, such as racially disadvantaged persons, women and people with disabilities. The Act paved the way for the designated groups to be fast tracked into occupying higher positions, which they could not previously occupy.

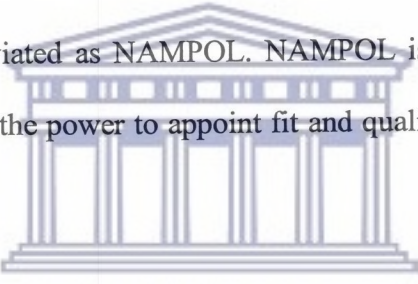
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Swanepoel *et al.*, (1998) indicated that before independence positions of power were held by white males only, but now there is some improvements. Although Swanepoel referred to the South African independence, Namibia had gone through the similar colonial system of the same colonial master. The similar sentiment was expressed at a conference titled, *Beyond Inequalities: Women in Namibia, Windhoek and Harare, 1997* that “*after independence the situation of women in Namibia changed rapidly and continues to change in favor of women*”.

It is clearly stated in the said conference that the disadvantaged position Namibian women encountered are not based on apartheid policies and contract system which was in the country. However, it is due to the gender inequalities prevailed before colonisation (University of Namibia & Sardc-widsaa,1997).

POLICE ACT, ACT 19 OF 1990 OF THE PARLIAMENT

The Namibian Police was established by the Police Act, Act 19 of 1990 of the Parliament. Section 2 (1) of the Act pointed out that the police force will be known as Namibian Police, and abbreviated as NAMPOL. NAMPOL is headed by the Inspector General, who is vested with the power to appoint fit and qualifying candidates based on the following requirements:

- 
- the candidate must be a Namibian;
 - must be 18 and not older than 25 years of age except if he/ she possess relevant qualifications which delayed his/her application for employment;
 - must furnish proof of good character, including loyalty and honesty;
 - submit himself or herself to medical examination;
 - must allow for fingerprints to be taken to determine the possibility of any criminal records;
 - must be in possession of Grade 10, or preferably grade 12;
 - must sit for examinations and undergo educational or aptitude test which might be required by the Inspector General; and

- o must furnish two testimonials from different people (Namibia, Police Act; Act 19 of 1990).

In addition to this Act, the Namibian Police Services have their own internal recruitment policies that detailed their own procedures of conducting the recruitment process, namely the internal recruitment policy of 1994.

POLICIES ON AMENDMENT

Due to many cases of HIV/AIDS reported in the police, the department has decided to send new recruits for HIV tests. This testing procedure was not covered in the policies, although in terms of section 4 (1), the Police Act requires candidates to go for medical test. In order to make this process legally possible, section 4 of the Police Act, (Act 19 of 1990), was amended to allow Department of Police to submit new recruits for medical tests that includes HIV/AIDS. This amendment is called *Police Amendment Act, 2001(Act 5 of 2001)*. The existence of these policies eliminated the inefficiencies that occurred during the recruitment process in the Namibian Police.

In sum, this chapter concerns the recruitment process within the Namibian public service and in particular the Department of Police. It also detailed legislations which were adopted after Namibia gained its independence. These legislations detailed all necessary requirements for candidates to be employed in the Namibian public service. In addition, the study reviewed policies which were amended to serve the purpose/s correctly.

To critically examine the employment process, these legislations served as theory of conducting employment process in the public service.

However, the practical examination of employment process in the Department of Police is articulated in the following chapter which determines whether the provisions presented in this chapter are implemented procedurally and correctly.



CHAPTER 4

EMPLOYMENT PRACTICES IN THE POLICE DEPARTMENT

INTRODUCTION

The aims of the chapter are to examine the effectiveness of the recruitment process that has been conducted in the Department of Police. The chapter focus on the method the work force planning is conducted that determines the need of recruitment processes in the department. The Public Service of Namibia established standard procedures that must be adhered to by Department of Police in their recruitment process. Thus, an investigation of recruitment process is hereby conducted to determine the compliance to these procedures as set in terms of the regulations that govern the overall recruitment process.

In terms of Public Service Charter, the Public Servants are required to uphold a culture of openness, accountability and transparency. Thus, an examination is conducted to determine if the recruitment process is conducted to promote the said stipulations in terms of the charter. A review on the policies was conducted to determine any inconsistencies within these policies which may lead to malpractices in recruitment process within the department of police.

It must be stated that the researcher is an employee of the department under study. Much of the information provided in this study is based on researcher's experience and observation in the practical working environment.

GENERAL OVERVIEW OF THE RECRUITMENT PROCESS

The recruitment process in the Department of Police is labeled with practices of partiality and discrimination in terms of disabilities, ethnicity which is unfairly conducted. It is conducted into two phases, such as one for civilian and force member personnel. Their purposes are to ensure the department achieves its own chief objectives, that are to maintain law and order. The recruitment process is also conducted to alleviate the country's unemployment problems, which stands at 34, 8 % according to the Namibian Labour Force Survey conducted in 1997 (Ministry of Labour and the Central Bureau of statistics of the National Planning Commission, 1998).

In order for the government to maintain peace and stability in the country, the government has decided to employ ex-fighters of liberation struggle who demand jobs. Since most of the ex-fighters did not meet appointment requirements in some ministries, the government has decided to employ them in the Department of Police where appointment requirements could be easily waived down to suit them (Antindi, 2002, interview).

According to Dantziker (1997:53) all formal organizations, who wish to survive for any length of time, must provide for the orderly transition of new incoming personnel to replace departing members. Therefore, in the government budget of 1999/2000, or the *Peace Project budget*, 255 millions or 3, 5 % of budget was set aside for the social integration of almost 9000 ex-combatants into Public Service (Nepu, 1999).

As a result many of the ex-fighters have been integrated in the Department of Police. Recruitment was also conducted to replace the vacant positions due to retirement, resignations, transfers and promotions. According to Swanepoel *et al.*, (1998:291) “*the recruitment process may be set in motion by the recognition of a need arising out of the workforce planning process*”. In addition, the Department of Police conducts workforce planning to determine the required labour forces.

WORKFORCE PLANNING AND APPROVAL OF POSITIONS

Nel *et al.*, (2001:222) argue “*firms that do not conduct workforce planning may not be able to meet their future labour needs*”. The police department conducts workforce planning that determines the need for creating new positions. The purpose of this procedure is to meet its future labour needs. After a need has been identified between future requirements and existing capacity, a strategy is therefore employed to enable the organization to meet its human resource needs. Once the need for recruitment has been identified, the department of Police assesses the extent to which the recruitment can negatively affect the department’s performance. As a result, the Department of Police takes a decision whether to conduct recruitment or to re-organize its current available staff and work overtime.

When recruiting new candidates, the first step taken by the department is to liaise with the office of the Prime Minister which has power and responsibilities for the establishment, re-adjustment and reorganization of all the ministries and departments in the Namibian Public Service.

In this scenario, the department writes a submission to the Office of the Prime Minister requesting for the extension of its establishment. It is a common practice in the whole Namibian Public Service that when any ministry or department wishes to expand its establishment, it must trade-in some less important vacant positions in that respective establishment except in exclusive cases. Considering the fact that Namibian police recruits Police Officers every year, and also that ex-combatants have been integrated in the Police Force, it is regarded as exclusive case for the Department of Police to apply for the extension of the civilian establishment without trading in some positions. To apply for the extension of the establishment, the Department of Police writes a submission to the Public Service Commission motivating the need for the additional positions. The submission indicates the type of positions, grading, number of positions needed, date the positions must be filled and the financial implications. After the approval has been granted, the department drafts a submission to Treasury where it seeks its approval to fund the positions before advertising them (Antindi, 2002, interview). Similar views are supported by Swanepoel *et al.*, (1998: 291) who argues that *“once the work has been designed and structured and workforce planning has been carried out, it may from time to time become necessary to recruit new employees.”*

In attempts to expand Police Force establishment, the Department of Police approaches the cabinet through the Minister of Home Affairs. Motivations and recommendations are required to motivate the cabinet that there is a need of more Police Officers. After the approval of the cabinet is obtained, the submission is written which seeks the treasury authorization to fund the approved positions and later positions are advertised.

ADVERTISEMENT OF CIVILIAN POSITIONS: ENTRY LEVEL

After the treasury's approval is obtained, the department advertises the job opening internally or externally. The department prepares advertisement that must be posted in different media such as *Die Republikein* newspaper, *New Era* newspaper and on notice board. Electronic media is also used to pass the message to all the interested candidates who could not able to obtain the adverts in the newspapers.

Ms. Oosthuizen from the Office of the Prime Minister (2002, interview) indicated that the Public Service has not yet written a policy that guides the recruitment process on entry positions. In addition, the ministries have been given a mandate to utilize their own discretion when deciding whether or not to advertise the entry positions.

The researcher is of the opinion that a government entity cannot function without any policy. In fact, the standard procedures used are part of policy despite being not documented. In the absence of written policies, Namibian Police prepares the advertisements containing the following information:

- the name of the department;
- position, grading and level;
- salary scale and starting salary notch;
- minimum requirements and job description;
- closing date;

- o contact person, his/her telephone number and postal addresses where the application forms must be submitted.

In order to attract and identify the best candidates, an advertisement must be effective in terms of its substance and the extent to which it reaches the targeted groups. It must include an accurate description of duties and the criteria which will be used in the selection process, qualifications and relevant experiences and it should clearly indicate that the department is well committed to the employment equity. The language used in the advertisement must be clear, simple and designed to attract candidates from all sections of the targeted groups (Department of public service and administration , South Africa , 1997).

Advertisements in the Department of Police do not strictly adhere to above-mentioned criteria. For example, it does not indicate which selection criteria will be used, or acknowledges its commitment to employment equity. The advertisement specifies that interested candidates must apply using the application form for employment in the Public Service no.156043 (see Annexure B). In addition to this application form for employment, the Public Service Staff Code, Chapter B.111 paragraph 2(1) indicates that the applicants who desire to serve in the Public Service must apply using a prescribed application form for employment zo/1229(1). This Code needs to be reviewed since it contains outdated information.

The advertisement requests interested candidates to submit their applications form accompanied by the certified copies of the original documents, such as proof of birth certificate, Namibian Identity, copies of qualifications and curriculum vitae. The application period is 30 days. According to Uukule (2002, interview) the department often advertises internally on notice boards at all its offices countrywide. He further argued that the external advertisement attracts candidates of whom many do not meet the appointment requirements.

As a result the department relies on the use of internal advertisement. However, if the position is a technical entry position that requires special skills which could not be found in the public service, the department advertises them internally and externally in order to attract experienced people from the private sector.



ADVERTISEMENT: PROMOTION POSITIONS

The South African white paper on a new employment policy for the public service defined Promotion “*as the progress from one position to another position at a higher level, and not to incremental advancement within the current grade.*” The promotion process in the Namibia Public Services is conducted in accordance with the directives issued by the Public Service Commission Secretariat. The Public Service Commission Secretariat has issued directives that all the advertisements for vacant promotion positions must be forwarded to its office for advertisement in the internal circular.

The Department of Police writes a submission to the commission requesting it to advertise the promotion position. The submission contains the type of the position, grading, level and salary structure. This submission indicates the date by which the position must be filled. On receipt of the request, the Public Service Commission then submits its to an advertising agency. The advertising agency publishes vacancies in the monthly internal circular which must be distributed to all the ministries and departments to allow all the public servants to compete with each for promotion position (Oosthuizen, 2002, interview). If it is a technical promotion post which requires expertise that is scarce in the public service, the Public Service Commission Secretariat advertises it also externally. This process is in line with the South African white paper on a new employment policy for the Public Service which says that an employee is promoted only if he or she applies successfully for a vacant position at a higher level in competition with other.

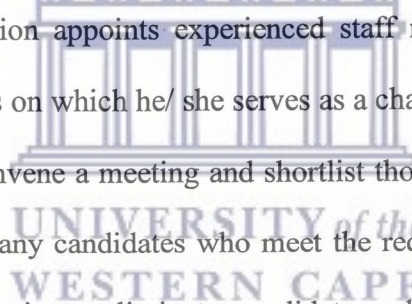


RECEIPT OF APPLICATION FORMS AND RESPONSE HANDLING

Applications forms for entry positions are received directly from the applicants either by hand or through the post. For promotion positions, candidates applying from other ministries must submit their application forms through their respective personnel offices. The purpose for submitting application forms for employment through the respective personnel office is to attach a cover letter that indicating the date applicant was appointed in the current position, the salary scale, notch, incremental date and whether the applicant is competent for promotion post.

The respective personnel offices have to submit the application forms to the Department of Police personnel office. All application forms must be received before or on the closing date at 12 o'clock. But due to poor post services delivery, some applications arrive late which the department cannot refuse to accept them. As a result the Department of Police made internal arrangement to extent the closing date with five days. The department of Police then acknowledges all the applications for employment received. It sends acknowledgement letters to all the applicants (Antindi, 2002, interview).

SHORT LISTING



The head of personnel section appoints experienced staff members to conduct short-listing of possible candidates on which he/ she serves as a chairperson. After they receive appointment letters, they convene a meeting and shortlist those candidates who meet the requirements. If there are many candidates who meet the requirements, the short-listing committee set up high criteria to eliminate candidates who obtain low points from attending the interviews. These criteria set up are based on the evaluation for academic qualifications from the Ministry of Basic Education and Culture. For example, previously, Namibia preferred the Cape Education System which was rated higher than Cambridge Education System which is currently used. However, the Office of the Prime Minister issued the PSM Circular no.3 of 1999 which amended the appointment requirements for some positions which require Grade 10 as minimum requirement, to minimum of 24 points obtained in seven subjects of grade 10.

Where all the candidates have the similar qualifications, the members of the committee then count the points obtained in the qualification. Candidates who meet the requirements and criteria set are short listed.

The department considers the following in the short listing process:

- qualifications;
- years of experience
- level of training.

The shortlist is then drawn up in a prescribed form called a Schedule, which is arranged in preferential order in terms of number of years of experience or based on the qualifications of the candidates. This means that a candidate with many years of relevant experience appears on top of the schedule, while a candidate with few years of relevant experience appears at the bottom of the short listing schedule. It is the duty of the secretary of short listing committee to notify and invite the short listed candidates to attend an interview. The secretary reminds them of the position they applied for and informs them of the date, time and place where the interview is to take place.

INTERVIEW

The Public Service Commission Secretariat issued a PSC Circular no.3 of 2000 that limits the size of interview panel members to a minimum of three for a promotion post lower than graded 2B, and minimum of five for a promotion posts, grade 2B or higher.

The Department of Police has permanent members appointed based on their seniority in rank and not necessarily on their experience and knowledge of position which is been interviewed (Antindi, 2002, interview). However, the department keeps written records as proof that those members have been appointed in a fair and transparent manner. It also keeps a record of the assessment marks of individual interviewees to demonstrate that the process was fair and open.

The Department of Police conducts oral interview only with civilian personnel. The human resource division is headed by Police Commissioners, who in most cases chair the oral interview session. Despite being police officers, they conduct oral interviews for the civilian positions. But this can affect the performance of the candidates, being interviewed by uniformed police officers creates a sense of uneasiness for them.

Although the procedures of conducting an interview are followed, the senior personnel officer of the department openly argued that members of interview panel are not always knowledgeable about the work (Uukule, 2002, interview). Hence they allocate points to the interview score sheet (see Annexure C), based on good communication skills, rather than on measures as set up by section 13(3) of the Public Service Act, Act 13 of 1995.

This process of allocating points is called systematic scoring. This approach was considered helpful since it minimizes the '*halo bias*' where interviewers rated applicants on the basis of the single characteristics.

However, since the interviewers are inexperienced in the process, this approach may actually induce the halo biases (Schuler & Jackson, 1996:284). Swanepoel *et al.* (1998:322) argue that the effectiveness of the interview can be improved by exploring job related questions. However, the Department of Police applies these questions only to promotion positions. The Public Service Commission Circular no. 3 of 2001, indicates that interview questions must be strictly related to the job description of the relevant job. However, the Department of Police argued these points differently. They argue that on entry positions, the candidates who apply do not always have the relevant experience. Hence the best way, to interview them, is to ask them general questions. Based on this argument, they ask general questions which do touch on the issue of relevant experience, since these candidates may not have any work experience.

SELECTION PROCESS



Swanepoel *et al.* (1998:321) argue that the purpose of conducting an interview is to obtain job related information that helps to make a correct decision. The candidate who performed best, according to the points allocated (see Annexure 'C') during the interview is selected and recommended as the best possible candidate for the position. The panel also selects the second and third best candidates suitable for the position should the first candidate decline the employment offer. Although the procedures followed are fair, the panel members can favor a candidate intentionally or unintentionally based on their inexperience on the position they interview and by allocating too many points.

In selecting the best candidates, job related selection criteria that include competences acquired through training; experience, demonstrated interpersonal skills, and decision making capacity and learning potential must be applied.

However, due to the introduction of affirmative action, the Public Service Commission Secretariat had issued a directive to all the ministries and departments that if the second and third best candidates are women, then the second best candidate must be selected for the position at the expense of the best male candidate (Oosthuizen, 2002, interview). This complies to the provisions of the Affirmative Action, but the researcher views this as a reverse discrimination towards male candidates who performed best than all the candidates. Thus, this system encourages inefficiencies by selecting the second best candidate at the expense of the first best male candidate. These provisions can only be justifiable if the female candidate obtains points close to the points obtained by the male candidate. The researcher regards this as unfair because these provisions are not stipulated in the policies itself.

COMPILATION OF SCHEDULE

On completion of the interview and the selection of best candidates, the Personnel Official prepares the interview minutes and makes motivations in the schedule based on the interview outcome.

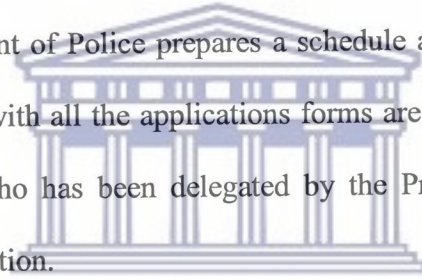
This schedule, together with the questionnaires and all the application forms for interviewed candidates are submitted to the Office of the Prime Minister for recommendation of the Public Service Commission. Later, these documents are submitted back to the department for the signature of approval of the Permanent Secretary of the Ministry of Home Affairs. This process only applies to promotion posts. However, this contradicts Section 18(5) of the Public Service Act, Act 13 of 1995 which maintains that *“Prime Minister may, on the recommendation of the Commission, ... approve the employment of any person or staff member :*

- *in any posts on the establishment which is vacant or has been regarded or converted and which has not been permanently filled;*
- *additional to the establishment;*
- *in any post with lower or higher salary or scale of scale or grade attached to the post held by him or her and which the incumbent is absent or ill;*
- *when such employment is necessary to provide personnel for the performance of any class of work for which personnel is not ordinarily employed on a permanent basis; or*
- *when employment is for any other reason necessary to temporarily increase the personnel of any office, ministry or agency”.*

Despite these said stipulations, the Prime Minister is entitled to delegate some duties to officials in the ministries. Thus, the Prime Minister has delegated power to the Permanent Secretaries of the ministries to approve the appointments based on the recommendations of the Public Service Commission.

The motivations presented in the schedule should represent the true reflection of candidate's performance during the interview session. The Public Service Commission has right to refuse recommending the nominated candidate based on the analysis of questions asked during the interview, recommendations in the schedule, qualifications of the candidate, or for any reasonable irregularities conducted during the interview session and may order the department to re-interview all the candidates (Schultz, 2002, interview).

In case of entry positions, after the interview was conducted and best candidates have been selected, the Department of Police prepares a schedule and the appointment letter. These documents, together with all the applications forms are submitted to the Office of the Permanent Secretary, who has been delegated by the Prime Minister and has the power to approve the application.



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CONFIRMATION OF APPOINTMENT

On receipt of the approval by the Permanent Secretary, the Personnel Official has the responsibility to inform the successful candidates. The successful candidates are then required to sign a written contract. The candidates have to acknowledge receipt of the employment contract in writing, and if not interested, the second candidate would be considered for the position. In addition, the Personnel Officer has to scrutinize the candidates documents to ensure all necessary documents are provided.

Swanepoel *et al.*, (1998:322) argue that the reference checks must be conducted after the employment interview to find out more about a candidate's employment record, education, training and behavioral patterns. Thus, it is important to check reference reports to confirm the candidate's previous work experience, as well as criminal records that the candidate did not disclose in the application form.

Chapter B.iii, paragraph 1. of the PSSC outlines the necessary information that should be made available to concludes on appointment. If not, in order to maintain the service of the candidate, a contract of employment must be made effective and the candidate must be allowed to submit those outstanding documents within 30 days of assumption of duties:

- a candidate who could not provide original or certified copy of document/s must provide a sworn declaration stating the reasons for non submission of original documents;
- documents in foreign languages must be translated under oath, and the translation together with a certified copy of the qualification must be submitted on appointment.

Although the code requires the candidate to provide the outstanding documents within 30 days, the practical process to deal with this situation differs.

Foreign documents, such as qualifications, are submitted to the National Qualification Board of Namibia for evaluation immediately before the offer letter is issued to the candidate. This is done to determine the salary grading of the new candidate/s.

RECRUITMENT PROCESS: POLICE OFFICERS

Namibian Police is headed by the Inspector General appointed by the President as a commander in chief in terms of article 34 (4) (c) (b) of the Constitution of the Republic of Namibia (Namibian police, 2002). The Namibia Police consists of non-commissioned and commissioned officers as described by the Police Act, section 2(1). These members are appointed by the Inspector General in terms of section 4(1) of the Police Act. The difference between the ranks of commissioned and non-commissioned officers are indicated in (Annexure D) attached.

These members are issued with certificate of appointment in terms of Section 4(2) (3) of the Police Act. The certificate issued served as a *prima facie* proof that a member has been appointed (Namibia, Police Act, Act 19 of 1990:4).



RECRUITMENT: POLICE ENTRY RANKS

The Namibian Police Recruitment policy describes “*recruitment as the process of searching for suitable employees, stimulating them to apply and make the Namibian Police their career.*” The Namibian Police capitalizes on its 2030 vision to rejuvenate itself by injecting a new talent and skills from the community. Its vision is to reduce crime rate by at least 60 percentage in the year 2030. As a result, the Department of Police conducts recruitment every year to boost its daily working activities and achieve its chief objectives.

Dantzker, (1997:54) described “*recruitment*” as *“serving as an important catalyst for change...”*. Before conducting the recruitment process, NAMPOL management committee convenes meeting to determine the regional proportions of candidates required to fill the positions. This means that many candidates are drawn from the regions with higher percentages than those with low percentages of population (Embubulu, 2002, interview). According to the National Statistics conducted in 2001, both the Oshanaana and Omusati regions constitute 12, 5 % of the active labor force, while the Khomas region constitutes 13, 7 % and the Caprivi region 4.4% of the active population (National planning commission, 2002). Khomas has the highest percentage and therefore it would have the highest number of recruits.

ADVERTISEMENT OF VACANCIES

The recruitment division in conjunction with Public Relation and Liaison division advertises the vacancies through the media such as radio, television and newspapers. The advertisement clearly indicates the exact date the recruitment process is conducted in each region. The interested candidates are thus requested to present themselves at the recruitment center on the specific date according to the advertisement (Namibian Police, 1999).

RECEIPT OF APPLICATION FORMS FOR EMPLOYMENT

Chapter 4.E.2 (a) (1) of the recruitment policy read as follows “*a Station Commander shall interview the applicants orally to ensure that the candidates meet the requirements of the Police.*” The candidates interested in a policing career, present themselves to the recruiting centers where they are registered in the registration form, (see Annexure E), where they do have to complete the application forms no.156043 for employment in the Public Service. Being registered does not automatically qualify the candidates for appointment. However, the criteria set up by the short listing committee funnel out those that meet these criteria. Those candidates that meet the criteria have to undergo psychometric testing.

PSYCHOMETRIC TEST

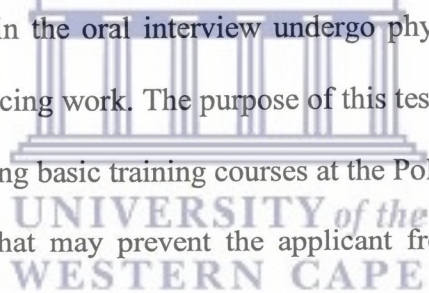


Psychometric test is referred to as pre-test conducted before the selection board members. The purposes of the test are to determine the intelligence, interests, skills, aptitude and personality of the applicant (Kafidi, 2002, interview). If the candidate passes this test he/she then proceeds to the next stage of recruitment. Those who failed in this test are automatically disqualified from the process.

ORAL INTERVIEW

All the candidates who passed the psychometric test are invited to attend the oral interview, which is conducted by panel members from different sections and divisions in the respective region. The purposes of oral interview are to determine the proficiency of the candidates in the English language, personality of the candidate, and to determine their thinking abilities. The successful candidates proceed to the next stage of testing.

PHYSICAL FITNESS TEST

The logo of the University of the Western Cape, featuring a classical building facade with columns and a pediment, with the text 'UNIVERSITY of the WESTERN CAPE' overlaid in a blue, serif font.

Candidates who succeeded in the oral interview undergo physical testing to determine their fitness required for policing work. The purpose of this test is to eliminate physically unfit candidates from attending basic training courses at the Police Training College. This test identifies old injuries that may prevent the applicant from taking part in serious physical training at the college, which may result in sick reports while on training.

The test complies with the international physical fitness standards for police. These tests have different rates for testing which take into consideration the person's gender and age.

The physical fitness test consists of the following:

- time taken to cover 2,4 km(running);
- time taken to cover 3,2 km(walking);
- time taken to cover 10 X 25 meters shuttles run;
- number of squat kicks completed; and

- o number of push ups completed.

Thus, the selection board members thus recommend those who have passed this process and disqualify those who have failed.

COMPLETION OF NAMIBIAN POLICE APPLICATION FORMS FOR EMPLOYMENT

After passing the physical fitness test, candidates are then required to complete the Namibian Police application forms for employment, POL. 150 (see Annexure G). On completion of application forms, they are required to submit themselves for medical test, including HIV/AIDS tests. Candidates complete also the medical particular form, POL 151 (see Annexure F). The candidates pass the medical tests, proceed to the next stage of the recruitment process. At the same time, new candidates are required to take fingerprints to determine any possible criminal records, (Fingerprint Enquiry POL. 151 is attached as Annexure H).

Candidates who fail the medical tests are also considered depending on the recommendations of the medical practitioners. The seriousness of the illness may disqualify candidates from a policing career because the nature of the work requires fit people to execute duties. Those with criminal records are also considered based on the seriousness of the crime committed. If it is too serious, then the candidate would be automatically disqualified.

Candidates meeting all the appointment requirements are required to submit the following documents (Namibian Police, 1999):

- two references' reports;
- copy of marriage certificate;
- copy of identification documents;
- copy of highest qualifications; and
- certified copies of family member's birth certificates.

ALLOCATION OF OFFER LETTERS

Successful candidates are then issued with offer letters as student constables. At the same time they are required to attend basic training at Police Training College. Although offer letters are issued, this process does not yet signify candidates are Police Officers until such a time that they meet all the requirements for training of the Training College.

STANDING ORDERS

Before they assume the basic training course, female student constables have to undergo pregnancy test at their own expense. Pregnant students will not be allowed to continue with the training, but may attend the basic policing course after giving birth. It is compulsory that all student constables must undergo physical test while at the college.

EMPLOYMENT OF EX-COMBATANTS

The Force component of Namibian police consists of Special field force and professional sections. Special field force was established to cater for the plight of ex- fighters, such as ex members of People's Liberation Army of Namibia (PLAN), Kovoet and South West Africa Territorial Force (SWATF).

Although there are set requirements for the recruitment in the Police, the appointment of these members receives special treatment outside of the established requirements. The ex-combatants do not have qualifications and most of them are over the age of 18 years. However, the government has no other alternatives but to accommodate them in the Police Force in order to reap the fruit of the independence they fought for. This recruitment is also conducted to maintain peace and stability in the country because the ex-combatants have the capacity to destabilize the country. It is unreasonable also to disregard them because it is through their efforts that the country is enjoying freedom and democracy. Thus, the State House has issued an order to NAMPOL to employ them in the Special Field Force to patrol and guard the border, and crime prevention.

PROMOTION IN NAMPOL

The first rank for promotion opened to a police officer is the rank of sergeant. The vacancies of these ranks are not advertised. Instead, there is a standing order that the promotion in the Namibian police is the prerogative of the Inspector General, who in terms of section 4 of Police Act, has power to appoint fit and qualifying candidates in the police. The promotion process is conducted in two forms, namely mass promotions and individual promotion. By mass promotion, NAMPOL head office issues requests to all regional police offices countrywide to submit names of police officers who are capable and ready for promotion. Individual promotion refers to a process where one or two police officers are promoted. NAMPOL uses a system of employees' referrals to acquire these candidates, either from within the ranks of the force or from other ministries. The Department of Police also uses a campus recruitment system whereby it recruits best candidates from any Universities or Technikons. These candidates are recruited due to their skills (Hamufungu, 2002, interview).

The Recruitment process for these candidates is different from that of others who do not possess formal qualifications. These candidates do not undergo all the basic recruitment stages, such as attending interviews. Instead, they are offered appointment letters to assume duties without being tested for physical fitness. However, they undergo medical testing and fingerprint enquiry to determine the possible criminal records.

Namibian police has two streams of promotions, namely one based on academic qualifications and the other on service records. Academic qualifications are considered for rapid promotion, rather than the service stream.

MINIMUM ACADEMIC QUALIFICATIONS FOR PROMOTION

- The National Certificate in Police Studies (RVQ 11) is recognized for promotion to Sergeant Rank and a period of 3 years in service.
- The National Higher certificate in police studies is recognized for promotion to the rank of warrant officer and a period of 2 years in service.
- The National Diploma in police studies is recognized for promotion to the rank of Inspector and a period of 2 years in service.

Qualifications may not necessarily guarantee promotion. However, it also depends on the commitment, credibility, innovation, creativity, appropriate risk taking, decision ability and performance of that individual.

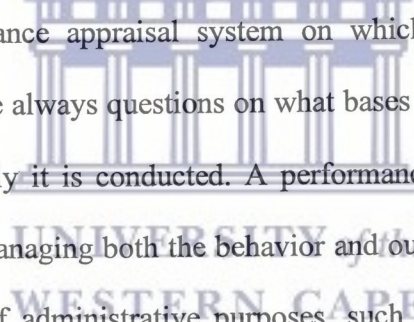
SERVICE STREAM MINIMUM QUALIFICATIONS

A member is considered for promotion after a certain period of time serving the force as follows:

- constable must serve 4 years to be promoted as sergeant;
- a sergeant must serve 4 years to be promoted to the rank of Warrant officer;
- warrant officer must serve for 3 years to be promoted for Inspector.

The promotion in the police is not automatic. It is still the prerogative of the Inspector General through the advice of his commanders to decide whether to promote or not to promote a member, based on the member's performance.

In addition, there is a promotion committee responsible for overseeing the promotion process. This committee meets only when there is a mass promotion within the force. If it is one person to be promoted, the supervisor of the subordinate for promotion makes the recommendation through the regional commander directly to the Inspector General, without consulting the committee (Namibian Police, Promotion policy, 1994).



Since there is no performance appraisal system on which the recommendation for promotion is based, there are always questions on what bases the promotion in the Police is determined and how fairly it is conducted. A performance appraisal is the ongoing process of evaluating and managing both the behavior and outcomes in the workplace. It is used for a wide range of administrative purposes, such as making decisions about promotion and retention (Carrell, *et al.* 1998:258).

In terms of the promotion policy, supervisors/ commanders are entrusted to recommend their subordinates for promotion based on their service performance. However, since police officers are transferred from place to place, the researcher is of the opinion that it would be difficult for supervisor/commander to make recommendations of an officer's service performance. It is also possible that some police officers may be discriminated against if they do not honor the ideas of the commanders.

Despite the absence of a performance appraisal system to which the promotion process is suppose to be determined, officials entrusted with power to recommend the promotion for their subordinates execute their duties according to the promotion policy and Police Act.

GROUND RULES AND SWORN DECLARATIONS

The new recruits are informed of the ground rules that apply to the policing work on the first day of their arrival at the Training College. Ground rules are:

- member will serve anywhere in Namibia;
- appointment is 24 hours, without overtime worked;
- members have to serve the nation to the best of their ability and, in particular, faithfully and impartially;
- member must uphold the Constitution of the Republic of Namibia and must abide by the provisions of the Police Act, (Act 19 of 1990) ; and
- member must not affiliate to any trade unions (Namibian Police, 1999).

On the same day, the new members swear under oath and sign the Namibian Police Record Service, form POL 153 (see Annexure I) to abide to the rules and conditions of the police as follows:

I, ... solemnly state that

I shall defend and uphold the Constitution of the Namibia;

That I shall perform my duties as a member of the Namibian Police to the best of my ability, and in particular, faithfully and impartially:

- (i) preserve the internal security of Namibia;*
- (ii) maintain law and order;*
- (iii) investigate any offence or alleged offence, and prevent crimes;*

That I shall abide by the provisions of the Police Act, 1990(Act 19 of 1990) and any regulations or rules made there under and obey any orders or instructions issued in pursuance of the said Act, regulations or rules.

I know and understand the contents of this declaration.....

SO HELP ME GOD

After that, the members attend the police basic training course. On completion of training that is when the placement process starts.



PLACEMENT

Placement is defined as *“the assignment or reassignment of an employee to a new or different job. It includes the initial assignment of new employees and the promotion, transfer, ... of present employees (Weather & Davis, 1989: 224).* The placement process goes along with the induction process which is conducted on the first day of the placement at the new duty station. On the first day of assumption of duties, the new employee is introduced to the Inspector General of the Police and all the other employees.

After which, the new employee is shown the facilities, such as his or her office, toilets facilities and parking place. Thereafter, he/she starts working. The Namibian Police often send new civilian personnel for induction courses offered by the Office of the Prime Minister. This applies to those employed in the Head Office of Police. The induction process is also conducted by the senior ranking officers for those candidates stationed at police stations across the country.

While at the college, the student constables are given three options to choose from where they want to be placed. Despite being requested to do so, the college has a prerogative power to place them anywhere within the borders of Namibia where the need arises. This placement or transfer separates married couples. An effort to place these members in one place often proves to be fruitless because of the different careers of their spouses and the problem of children who have to change school every time the parents are transferred. There is also a lack of infrastructure such as government houses to accommodate members that are transferred with their family members.

Overall, the recruitment process is conducted within the parameters of policies established by the National Assembly, the Office of the Prime Minister and the NAMPOL internal policies. The general overview of the recruitment process in the department was analyzed, and the recruitment policies were factually presented.

It focused on the practical path of conducting recruitment including workforce planning, advertisement of positions, handling of applications, interview, selection of the best candidates, confirmation of appointment, promotion process and the induction and placement.

The theoretical path of conducting the recruitment was weighted against the current practical process of recruitment in the department of Namibian Police. This served to determine if there were possible gaps between them; if there are any purposeful malpractices, and to discuss the abilities of officials responsible for the implementation of these policies.



CHAPTER 5

RECOMMENDATIONS AND CONCLUSION

INTRODUCTION

This chapter provides a summary of the employment process within the Namibian public service and in particular, the department of Police. It also highlights the findings of the study and interpretation of data. The findings help to put forward the recommendations on how to improve the recruitment process in the public service and the Department of Police.

SUMMARY

The core objectives of the study were to examine the effectiveness of the employment policies and practices in the Namibian Public Service with specific reference to the recruitment, selection and placement in the Ministry of Home Affairs, Police Department. The aim of the study was investigating the extent to which the recruitment process complies with the provisions of the Public Service Charter of the Republic of Namibia, and the theory of conducting the recruitment process. The study attempted to determine any source of the malpractices conducted during the recruitment process and to review the content of the recruitment policies.

In doing so, the study attempts to determine whether the practical procedures of conducting recruitment match with the theory of conducting recruitment. To place the study within the context, the study presents an overview of the Namibian public service since Namibia gained its independence in 1990. Thus, the researcher wished to provide a brief overview of the public service at that time and the approach that led to the formation of the Ministry of Home Affairs. The study was not based on the ministry as a whole but on the Department of Police, which forms part of the ministry of Home Affairs.

The Department of Police consists of civilian personnel and members of the force. The recruitment process of these public servants is handled differently and the legislations that governed these recruitment processes also differ. Thus, the study attempted to present policies, which contribute to the employment process in the public service, of which the Department of Police is a part of. The provisions of these policies that articulated the employment requirements were presented and reviewed to determine the effectiveness of their contribution in the implementation process.

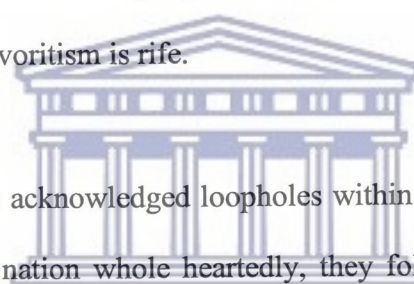
The core theme of the study was to examine the recruitment process in the Department of Police. As a result, a general overview of the recruitment process in the department was presented which highlights the need of conducting such process. In addition, the central focus of the study examined the workforce planning within the department and the manner in which positions are advertised within the department was presented in detail. The study has investigated the method in which candidates are interviewed and selected.

It also offered some insight on the manner in which the promotion process is handled within the Department of Police. The study also highlights on the department's induction process conducted and gave insight into how the placement process is handled.

INTERPRETATION OF DATA

The study aimed to assess whether the employment policies and practices on recruitment, selection and placement are effective to promote the culture of fairness, transparency and accountability in the Ministry of Home Affairs, Police Department. The department of Police employs close to 8000 staff members. The recruitment process in the Police Department is centralized at Head Office whereby only close to thirty people are responsible for it. Based on this research, ten out of fourteen interviewees interviewed regarding their perception on recruitment policies, have stated that the policies are well drafted, but the relevant people do not implement them correctly. However, eight out of fourteen people believed that policies are well designed to promote the culture of transparency, accountability and fairness. The interviewees consider the recruitment of civilian personnel by the police department as fair because procedures are followed well and people are called for interviews. Based on the information collected, there is a clear separation of information provided from officials with low ranking positions and those with higher ranking positions.

In most cases, high-ranking officials would conduct the recruitment process. They consider the process as fair because they do follow procedures despite not having the necessary recruitment policies for recruiting civilian personnel into entry positions. However, the interviewees with lower-level positions contradict this statement. They believed that the recruitment process is not conducted well because of nepotism and favoritism in the recruitment process, with more family members and friends being recruited by the high ranking officials in the recruitment division of the department. And, this has made it very difficult for those who do not have acquaintances in the force. As a result, nine out of fourteen interviewed people, have described the recruitment process as unfair, since nepotism and favoritism is rife.



Officials with high positions acknowledged loopholes within the policies, but since they are committed to serve the nation whole heartedly, they follow these procedures. The researcher believes that it is difficult for high ranking officers to criticize their own actions whenever they are involved in corrupt practices. Since there are no specific known cases which demonstrated the malpractices, inefficiency and non-accountability in the process, the researcher was left with no other option than to concur with the views of officials at managerial levels. However, there are incidents where people of the same family are employed within the department. Besides the fact that there are people of the same family, there are no policies restricting the department from employing relatives as long as they meet the appointment requirements and have passed all the specified stages of employment.

Given the fact that lower level employees are not being involved in the recruitment process, there is a possibility that they do not know the criteria used in the recruitment process. The researcher does not agree with the views of some interviewees that nepotism and corruption is rife since there is no proof of corruption and nepotism.

While many believed that Namibian police recruits more of Oshiwambo and Caprivian speaking people, eight out of fourteen interviewed employees dismissed the allegations based on the fact that the proportion from each region is determined by the recruitment of police officers. However, in the case of civilians, few people from other tribes apply to the department for unknown reasons and in most cases those who do apply do not possess necessary qualifications. In addition, the Namibian Police was formed by the ex-fighters of mostly Oshiwambo-speaking and Caprivian-speaking people and this resulted in the numbers of these tribes to out number many of the other tribes.

FINDINGS OF THE STUDY

NAMPOL department has two components viz: civilians and police. Thus, findings on civilian personnel recruitment process are first presented.

Findings on Civilian component:

- Namibia Public Service has no written recruitment policies for entry positions, however theory procedures are followed.

- Ministries are mandated by the Public Service Commission to exercise their own discretion on the recruitment of entry positions in the Namibian Public Service.
- The Department of Police conducts only oral interviews. This type of interview favors the outspoken candidates.
- People involved in the recruitment process are not well trained and in some cases are not trained at all in conducting a recruitment process. Thus, they lack recruitment skills.
- Interview panel members are selected based on the seniority in terms of the ranking structure and not on the knowledge of specific job requirements.
- When advertising the positions, people with disabilities are not encouraged to apply.

Findings on police component:

- Promotion positions in the force component are not advertised to allow all the qualifying candidates opportunities to apply. Instead, candidates are recommended for promotion by their supervisors, but there is no performance appraisal system in place and no targets set to determine their performance.
- The promotion committee convenes only for mass promotion, but there are cases where a few individuals are promoted based on the recommendation of the supervisors. These are submitted directly to the Inspector General of the Police. In such cases, it would not be necessary for the promotion committee to convene.

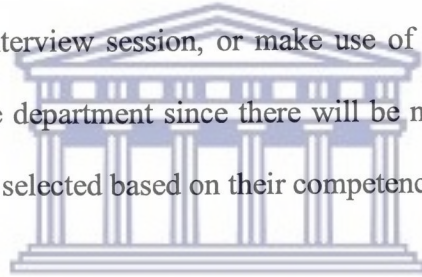
- Procedures in recruiting ex-fighters are not in line with the provisions made in the recruitment policies, and many do not meet the appointment requirements.
- The Placement process divides married couples and police officers have no permanent duty station. Accommodations for married couples are not considered during the transfer process.

RECOMMENDATIONS

It is recommended that the Namibian Public Service Commission must establish recruitment policies for entry positions. If not, the department must be given autonomy to draft its own policies that suit its own working environment. Having a policy in place saves the Police department from being labeled with allegations of nepotism and favoritism. The existence of policies narrows the chances for practicing favoritism and nepotism in the recruiting process of new staff members. And, it will enforce recruitment officers to uphold the provisions of the Public Service Charter because they can be easily challenged for unfair practices.

In order to obtain the very best candidate for position, it is recommended that the Namibian police must also conduct written interview for civilian personnel. This process is necessary because the majority of the Namibian people are not fluent in English, the official language of the country and some people are not able to express themselves effectively. Instead, by offering two options in terms of interviewing i.e. oral or written interviewing, all the candidates would have equal advantage to perform.

The Department of Police must set up better mechanisms of selecting the interview panel members based on their experience rather than on seniority of rank. It is recommended that members of the interview panel must be knowledgeable of the jobs they are interviewing candidates for, and if interviewing for specific positions in a department then the majority of panel members must be drawn from that particular section in the Department. The researcher also recommends the use of panel members who know what the job actually entails, and by so doing they will be able to select a candidate for the particular position who is well deserving and competent. If there are no experienced people, it would be better if the department draws experienced people from other ministries to assist in the interview session, or make use of consultancy services. This will be advantageous for the department since there will be no claims of favoritism and candidates will genuinely be selected based on their competence.



The Department of Police can enhance its training programs by training people involved in the recruitment process. The researcher suggests that NAMPOL should liaise with the local institutions to provide this training.

People with disabilities are not encouraged to apply. Thus, these groups of people are not well represented in the force. Therefore, such groups should be encouraged to respond to advertisement. People with disabilities should be given opportunities to request for special interview requirements, such as to arrange interview at different places based on the fact that the applicant cannot be able to access to the current building where the interview will take place.

In fact not all police officers are involved in apprehending criminals. So a disabled person, depending on his/her disabilities, can perform the administrative duties and these group members can be employed as administrative officers.

The Department of Police needs to review its internal recruitment policies. Firstly, it should change the appointment requirements in the force. Currently, a Grade 10 requirement is too low and the Namibia labour market consists of many Grade 12 and Diploma-holders who are unemployed. The promotion positions for police officers must be advertised externally and internally to afford interested candidates to compete for the promotion positions. After the advertisement, applicants who meet the requirements, either because of their experience or qualifications, should be invited for the interview. The outcome of the interviews must be submitted to the present promotion committee, together with the questionnaires and all the application forms for interviewed candidates. Then the Committee must recommend, or reject the nominated candidates based on the recommendations from the interview panel members. The researcher suggests that this might defuse the possible propagation of nepotism in the promotion process. The Public Service Commission is tasked to oversee the promotion process for civilian positions in the public service. However, it is advisable if the promotion committee for police officers could meet at all times to recommend those deserving of promotion. It is suggested this committee should function like the Public Service Commission. This will eliminate possible incidence of nepotism and favoritism.

If the department perceives its promotion process as good, then it needs to establish a performance appraisal system, where the officers are given recommended targets to strive for, should they wish to be promoted. NAMPOL must also establish infrastructures such accommodation for married couples and their family members who are placed anywhere within the borders of Namibia. If not, then it should provide the recruited couples the opportunity to be transferred to the same duty station, should they be up for promotion.

To sum up, the recruitment process in the Department of Police is influenced by many different aspects such as the legacy of past dispensations. However, through analysis, the researcher found that NAMPOL conducts the recruitment process in accordance with the theoretical procedures of conducting the recruitment despite the non-existence of policy guidelines for conducting recruitment for entry positions.

In addition these practices of conducting recruitment are in accordance with the national policies established to guide the recruitment process in the public service sector. Also, there are no specific cases of favoritism and nepotism reported and the procedures of conducting recruitment are followed. Based on the research findings presented the department clearly follows the procedures and people with higher caliber are appointed. These recommendations need to be effected in order for the department to enhance its performance which would help it reach its 2030 vision.

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APPENDIX

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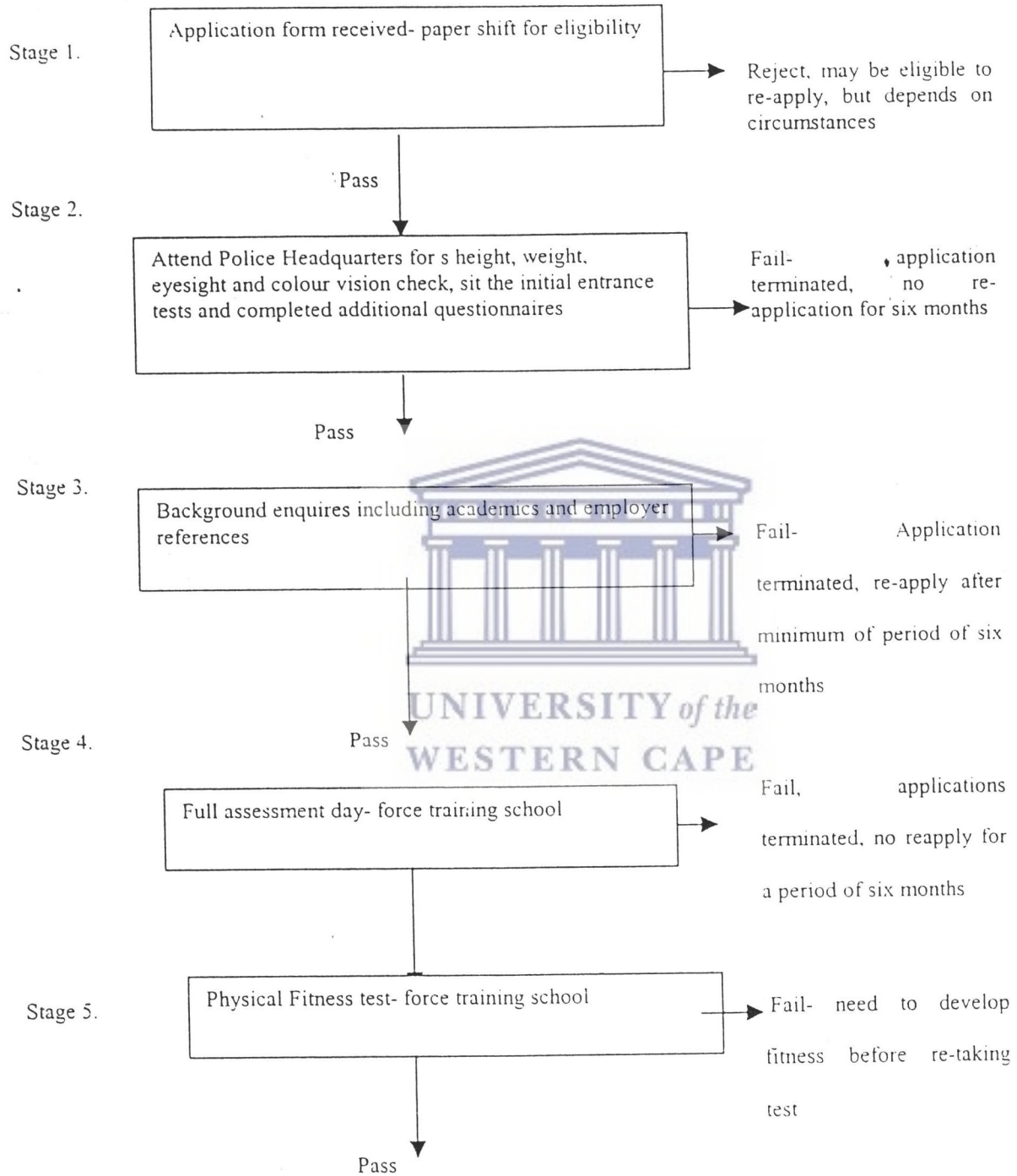
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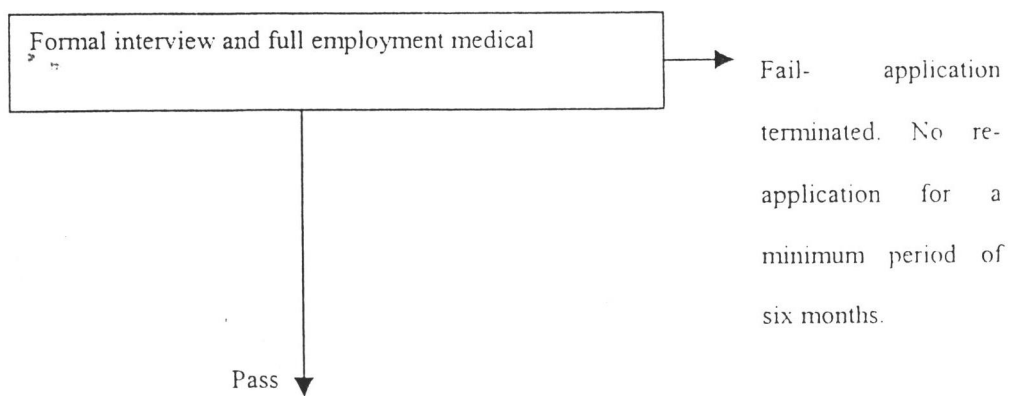
UNIVERSITY of the
WESTERN CAPE

Annexure A

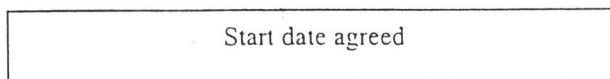
Recruiting procedures: Great Manchester Police Service: UK



Stage 6.



Final Stage.



Source: [http:// www.gmp- recruitment.co.uk/](http://www.gmp-recruitment.co.uk/)



UNIVERSITY *of the*
WESTERN CAPE



REPUBLIC OF NAMIBIA

**PUBLIC SERVICE OF NAMIBIA
APPLICATION FOR EMPLOYMENT**

PLEASE NOTE: 1. This form must be completed in ink by the applicant in his/her own handwriting and, if available, certified copies of educational certificates must be attached.
2. The Health Questionnaire must also be completed and attached to this form.

B. EMPLOYMENT DESIRED

<p>1. Nature of employment desired or post applied for :</p>	<p>2. Ministry(ies)/Department(s) in order of preference:</p>
<p>3. Centre(s) where appointment is preferred in order of preference:</p>	<p>4. When can you assume duty?</p> <p>5. If post has been advertised, Reference: Advertised in : Date:</p>

C. PERSONAL PARTICULARS

<p>1. Surname (also maiden name if applicable) (in block letters)</p>	<p>3. Mark with an "X" in the appropriate spaces.</p> <p>(i) <input type="checkbox"/> Male</p> <p>(ii) <input type="checkbox"/> Female</p> <p>(iii) <input type="checkbox"/> Married</p> <p>(iv) <input type="checkbox"/> Single</p>
<p>2. First names (in block letters)</p>	
<p>3. Namibia Identity Number:</p>	<p>4. Date of birth:</p>
<p>5. Passport No.:</p>	<p>6. Workpermit No.: (if applicable)</p>
<p>7. Postal Address:</p>	<p>8. Residential Address:</p>
<p>9. Telephone No.: Home: Work: 10. Citizenship:</p>	
<p>11. Have you ever been convicted of a criminal offence or been dismissed from employment? Is a criminal or any other case against you pending? If so, furnish particulars on separate sheet.</p>	

D. LANGUAGE PROFICIENCY

	State "good", "fair" in the appropriate spaces	
	English	Other (specify)
Speak		
Read		
Write		

D. QUALIFICATION

Name of educational institute and centre	Certificates and/or diplomas obtained	ALL SUBJECTS. Underline major subjects. In the case of typing and shorthand, state languages and speed	Month and year obtained
School	State highest qualification only	
Universities, Colleges and other institutions	State all qualification	

State field of further study (if any):

Number of years apprenticeship successfully completed	Agreement No.	Institution
---	---------------	-------------

If your profession or occupation requires State or official registration, state date and particulars of registration:

E. EXPERIENCE

Employer	Post held	From			To			Reason for change
		Day	Month	Year	Day	Month	Year	
.....
.....
.....
.....
.....
.....
.....
.....
.....

CONTRACTUAL OBLICATIONS

Do you have any contractual obligations, e.a. study, military, bursaries, etc? (If so, describe)

.....

DECLARATION

I declare that the above particulars are complete and correct and I have not withheld any required information.

.....

Signature _____ Date _____

NOTE: A false declaration will disqualify your application or may lead to your discharge if discovered after your appointment.

FOR OFFICIAL USE

Particulars in B1 to 4, certified correct from Birth Certificate / Identity Document.

.....

Signature _____ Rank _____ Date _____



REPUBLIC OF NAMIBIA

HEALTH QUESTIONNAIRE

FOR DEPARTMENTAL USE	
Accepted/rejected in accordance with directions	
..... Signature	
Date:	Rank:
Department:	

THIS FORM MUST BE COMPLETED BY CANDIDATES FOR PERMANENT APPOINTMENT/ TRANSFER IN THE GOVERNMENT SERVICE.

A

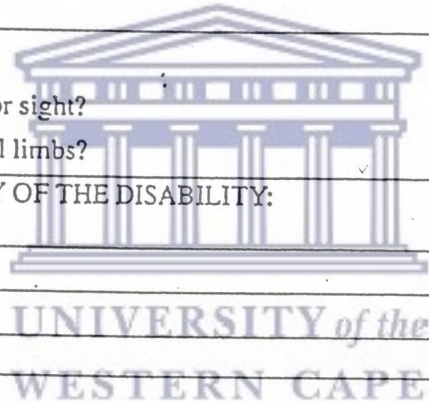
1. Surname (in block letter)		Identity No.:	
2. First Names:			
3. Age:	yrs.	4. Height:	cm
		5. Body mass:	kg

B

Are you suffering, or have you ever suffered from	Mark with a "X" in the appropriate column		If any answer is "Yes", give details of the nature, severity, date and duration of the illness
1. Any skin disease?	Yes	No
2. Any affection of the skeleton and/or joints?	Yes	No
3. Any affection of the eyes, ears, nose or teeth	Yes	No
4. Any affection of the heart, or circulatory system?	Yes	No
5. Any affection of the chest or respiratory system?	Yes	No
6. Any affection of the digestive system?	Yes	No

Are you suffering, or have you ever suffered from	Mark with a "X" in the appropriate column		If any answer is "Yes", give details of the nature, severity, date and duration of the illness
	Yes	No	
Any affection of the urinary system and/or genital organs?		
Any nervous affection or mental abnormality?		
Any other illness?		

Do you suffer from any defect of hearing, speech or sight? Are you physically disable and do you use artificial limbs?	Yes	No
GIVE DETAILS OF THE NATURE AND SEVERITY OF THE DISABILITY:		
.....		
.....		
.....		
.....		



Have you undergone any operation(s)	Yes	No
GIVE DETAILS OF THE NATURE AND DATE OF THE OPERATION(S)		
.....		
.....		
.....		
.....		

I declare that the above information is true and correct and that I have not withheld any information regarding my health.

.....

Signature Date

INTERVIEW SCORE SHEET

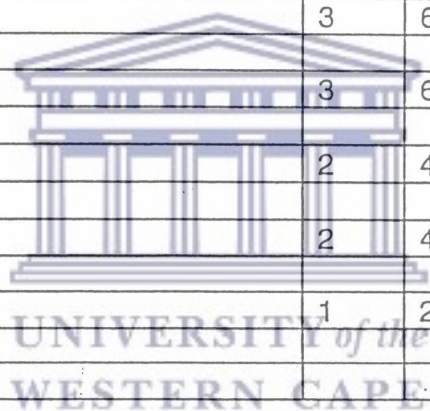
NAME OF APPLICANT/CANDIDATE

DATE OF INTERVIEW

POSITION APPLIED FOR

PRESENT JOB

	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Supervision/Leadership	5	10	15	20	25
Decision Making	4	8	12	16	20
Verbal Communications	3	6	9	12	15
Problem solving	3	6	9	12	15
Interpersonal Relations	2	4	6	8	10
Written Communications	2	4	6	8	10
Career Goals	1	2	3	4	5
TOTAL					



Remarks:

.....

.....

.....

Rating Scale

- Column 1: Does not meet requirements
- Column 2: Partly meets requirements
- Column 3: Meets requirements
- Column 4: Exceeds requirements
- Column 5: Significantly above requirements

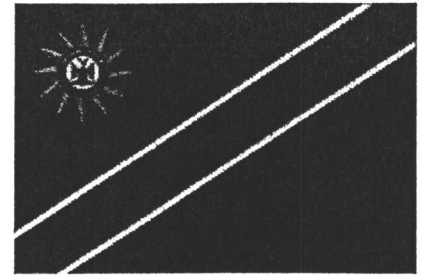
Member :

Signature :

Date :



The ranks within the Namibian Police Force



Commissioned Officers

Inspector General		Deputy Inspector General	
Commissioner		Deputy Commissioner	
Chief Inspector		Inspector	

Non Commissioned Personnel

Warrant Officer		Seargant		Constable Shoulder Flash	
-----------------	--	----------	--	-----------------------------	--

NAMIBIAN POLICE

STATEMENT

NAME:

ADULT:ID NUMBER OR DATE OF BIRTH

LIVING AT:

WORKING AT:

TEL NO.:

HAVE YOU EVER BEEN FOUND GUILTY OF ANY OFFENCE?

IS THERE ANY CRIMINAL CASE PENDING AGAINST YOU?

IS THERE ANY CIVIL PROCEEDINGS INSTITUTED AGAINST YOU?

HAVE YOU SERVED IN ANY POLICE FORCE?

WERE ANY DISCIPLINARY ACTIONS TAKEN AGAINST YOU IN SAID FORCE(S)?

HAVE YOU EVER BEFORE WORKED FOR THE NAMIBIAN GOVERNMENT? ..

HAVE YOU EVER BEEN DECLARED UNFIT TO WORK IN THE GOVERNMENT SERVICE?

HAVE YOU EVER BEEN IN ANY WAY DECLARED UNFIT TO WORK?

(If you have answered yes to any of the above questions explain in full. Use additional paper if space is not sufficient).

I KNOW AND UNDERSTAND THAT IF I HAVE MADE A FALSE STATEMENT, I AM GUILTY OF PERJURY AND/ OR FRAUD AND COULD BE DISMISSED BY THE INSPECTOR-GENERAL ACCORDING TO THE POLICE ACT 1990 OR ITS SUBSTITUTE.

ARE YOU FULLY AWARE OF THE CONTENTS OF THIS STATEMENT AND DO YOU UNDERSTAND IT?

DO YOU HAVE ANY MORAL OBJECTIONS TO TAKING THE PRESCRIBED OATH/SOLEMN DECLARATION?

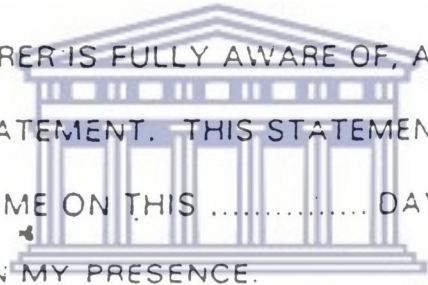
DO YOU REGARD THE PRESCRIBED OATH AS BINDING ON YOUR CONSCIENCE?

I SWEAR THAT THE CONTENTS OF THIS DECLARATION ARE TRUE "SO HELP ME GOD".

I TRULY AFFIRM THAT THE CONTENTS OF THIS DECLARATION IS TRUE.

.....
SIGNATURE : DECLARER

I CERTIFY THAT THE DECLARER IS FULLY AWARE OF, AND UNDERSTANDS THE CONTENTS OF THIS STATEMENT. THIS STATEMENT WAS GIVEN ON OATH/SOLEMNIZED BEFORE ME ON THIS DAY OF 19..... AND WAS SIGNED IN MY PRESENCE.



UNIVERSITY of the
WESTERN CAPE

.....
COMMISSIONER OF OATHS

PLACE: DATE:

FULL NAMES:

BUSINESS ADDRESS:

RANK:

EX OFFICIO NAMIBIA

(Cross out the section which are not applicâble. The Commissioner of Oaths and the Declarer must sign and date these changes.



NAMIBIAN POLICE

MEDICAL PARTICULARS

NAME (in full)

No.	Date of birth	Place
	Date of attestation	Place

Are the following in a healthy condition?	Mark with an X		Height (without shoes) m	Mass kg
	Yes	No	CHEST MEASUREMENT (men only):	
Heart			Normal	Expansion
Lungs			Blood pressure	
Abdominal organs			VISUAL ACUITY in Snellen symbols:	
Central nervous system			Without glasses L	R
Limbs			With glasses L	R
Joints				
Hands				
Back				
Ears, nose and throat				

Are there any signs of:	Mark with an X		URINE TEST		
	Yes	No	TEETH	UPPER	LOWER
A hernia			Number good		
Varicose veins			Number bad		
Varicocele			Dentures		
Haemorrhoids			Number of vaccination marks		
Veneral disease			V.D.R.L. TEST		
Previous diseases					
Previous operations					
Flat foot					
Perceptible mental deviation					

Describe briefly any abnormality found:

Recommended
Not recommended (reasons):

Date Stamp

.....
District Surgeon/Surgeon

Ray diagnosis

.....
Radiologist



NAMIBIAN POLICE
APPLICATION FOR EMPLOYMENT

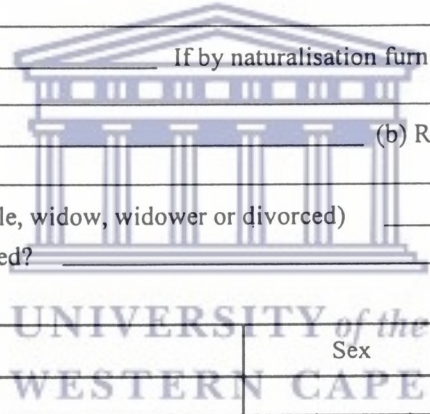
Force No.

[Empty box for Force No.]

N.B. - Every question must be answered in full in ink and in your own handwriting. No strokes or crosses are to be made.

A. PERSONAL PARTICULARS

- 1. SURNAME _____ 2. Sex _____
- 3. First names _____
- 4. I.D. No. _____ 5. Residential address _____
- 6. Business address _____
Tel. No. _____ Tel. No. _____
- 7. Nearest Police Station _____
- 8. Citizenship (state country) _____
- 9. By birth or naturalisation or legislation _____ If by naturalisation furnish certificate No. _____
- 10. Date and place of birth _____
- 11. Next-of-kin (a) Surname _____ (b) Relationship _____
(b) First names _____
- 12. Marital status (State whether married, single, widow, widower or divorced) _____
- 13. By what custom was the marriage performed? _____
- 14. Dependents (a) Children



First names	Sex	Age

(b) Other dependents (excluding wife)

Surname and initials	Relationship

B. DEBTS

Are you in debt to anyone? _____
If your answer to the above question was "YES" give the following particulars:

Name of debtor	Address	Amount outstanding

C. OFFENCES

Have you ever been found guilty of a criminal offence? _____
If affirmative, give the following particulars:

Nature of offence	Date	Place	Sentence

D: Do you have any tattoo marks on your body?

If affirmative give the following particulars: _____

Place on body	Describe the tattoo mark in detail

E. QUALIFICATIONS

(A) Name of school or Technical College	State highest qualification <i>only</i>	Month and year obtained

(b) University and other courses	State all qualifications	Month and year obtained

F. LANGUAGE PROFICIENCY

State "Good", "Fair", "Poor" in the appropriate spaces

	English	Other languages (specify)		
Speak				
Read				
Write				

G. PREVIOUS EMPLOYMENT

(in chronological order) - (Periods of unemployment must also be stated, with reason e.g. studies, long trips and hospitalisation, etc)

State present employer first	Nature of employment	From			To			Reason for leaving
		Day	Month	Year	Day	Month	Year	

H. MILITARY TRAINING

1. Are you registered for military service in accordance with the Defence Act? _____

2. Defence Force No. _____

3. Have you undergone training?/If affirmative, give the following particulars.

Place and unit	Period - From	To

I. Are you bound to be in a certain employer's employment as the result of an apprenticeship contract, study loan or in any way?

If affirmative, give the following particulars:

Name of employer	Amount	Nature of agreement

J. HEALTH

1. Are you suffering or have you suffered from any of the following diseases?:

State "Yes" or "No".

Cardiac affection		Spitting of blood		
Rheumatic fever		Bilharzia		Any nervous affection
Tuberculosis		Diabetis		Malaria
Polio		Diphtheria		Epilepsy, fainting or convulsions
Asthma		Any eye affection		

Any affection of the abdominal or digestive system

Syphilis/Veneral disease

2. If you have replied in the affirmative in regard to any of the above diseases furnish the following additional particulars:

Sickness	Date	Name of hospital or doctor by whom treated and doctor's address	Have you recovered?

3. Have you used a course of tranquilizers or drugs during the past five years for medical or any other reasons?

Reason for using	Date	Hospital or doctor by whom treated	Have you recovered?

4. Do you suffer from any physical or mental deficiency or sickness not yet mentioned?

If affirmative, furnish the following particulars:

Nature of sickness	Date	Hospital or doctor by whom treated	Have you recovered?

5. Have you undergone any operations?

If affirmative, furnish the following particulars:

Sickness	Date	Name of hospital or doctor by whom treated and doctor's address	Have you recovered?

6. Have you ever sustained an injury to your head, wrists or limbs?

If affirmative, furnish particulars:

Nature of injury	Date	Treatment received	Have you recovered?

7. Are you willing to be vaccinated or revaccinated and to take polio oral vaccine?

- K. 1. If it your intention to make the Police your career? _____
 2. Are you prepared to serve anywhere within Namibia? _____
 3. (a) Do you have any concientious objection against any duties of the Namibian Police? _____

(b) If so, have the provisions of Namibian Police Regulations 4(4), 12 and 15 (1) been explained to you? _____

(c) Have the provisions of sect. 34A(1) of the Namibian Police Act been explained to you and what your position would be if you are not located to the Police upon discharge? _____

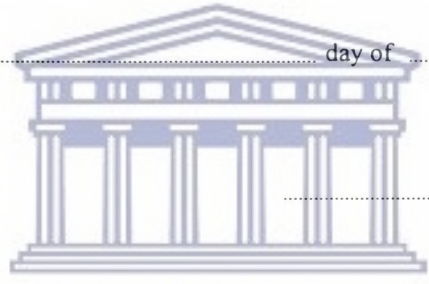
- L. Have you previously applied for enlistment in the Namibian Police?
 If so, 1. Where _____ 2. When _____

M. Submit the names and addresses of three prominent persons (no relatives) from whom enquiries can be made regarding your career.

- | | | |
|----------|---------------------|---------------------|
| 1. _____ | Tel. No. Home _____ | Tel. No. Work _____ |
| 2. _____ | Tel. No. Home _____ | Tel. No. Work _____ |
| 3. _____ | Tel. No. Home _____ | Tel. No. Work _____ |

I certify all the above answers were made by me in my own handwriting and diction and that they are correct and true.

Signed at _____ on this _____ day of _____ 19 _____



Signature of applicant

STATEMENT
 UNIVERSITY of the
 WESTERN CAPE

1. I (full name) _____ declare
 All the answers and particulars above furnished by me on the _____ day of _____ 19 _____

- I know and understand the contents of this declaration.
 * I have no objection/have objection to taking the prescribed oath.
 * I consider the prescribed oath to be binding/not binding on my conscience.

I swear that the contents of this declaration are true, so help me God/*truly affirm that the contents of this declaration are true.

Signature of deponent

2. I certify that the deponent has acknowledged that he/she knows and understand the contents of this declaration which was sworn to/affirmed before me and the deponent's signature/thumb print/mark was placed thereon in my presence.

Commissioner of Oaths

IN BLOCK LETTERS:

Full name _____

Business address _____

Designation (Rank) _____ Ex Officio Namibia Date _____ Place _____

*Delete which is not applicable
 Printed by Namprint



NAMIBIAN POLICE

ENQUIRY

To be completed in block letters

Full name and surname

Identity number

Race and sex Date of birth

Town and country of birth

Address

FP No.

CR No.

SACB Ref. No.

FP Class

Thumb	Forefinger	Middle finger	Ringfinger	Little finger
1	2	3	4	5
6	7	8	9	10

LEFT HAND RIGHT HAND

LEFT HAND

RIGHT HAND

Plain impressions of the four fingers taken simultaneously

LEFT THUMB

Reason for enquiry:

RIGHT THUMB

Have you ever been convicted of any offence? If so, state place, date and sentence.

Applicant's signature

Fingerprints taken by

N.A.M.P. Station

Date

Checked:



NAMIBIAN POLICE RECORD OF SERVICE

No. Names in full

Identity Number Religion

Date and place of birth

Home language

Other languages (1)

Speak	Read	Write
-------	------	-------

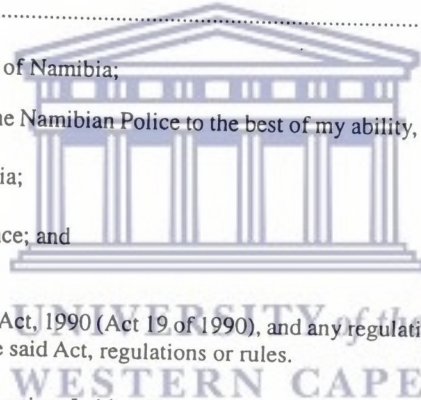
 (2)

Speak	Read	Write
-------	------	-------

ACCESSION TO OFFICE ON APPOINTMENT AND ENROLMENT (Regulation 5 (2) (a) (vi) and (5))

I, solemnly state

- (a) that I shall defend and uphold the Constitution of Namibia;
- (b) that I shall perform my duties as a member of the Namibian Police to the best of my ability, and in particular, faithfully and impartially.
 - (i) preserve the internal security of Namibia;
 - (ii) maintain law and order;
 - (iii) investigate any offence or alleged offence; and
 - (iv) prevent crimes;
- (c) that I shall abide by the provisions of the Police Act, 1990 (Act 19 of 1990), and any regulations or rules made thereunder and obey any orders or instructions issued in pursuance of the said Act, regulations or rules.



I know and understand the contents of this declaration. I object/do not have any objection* to taking the prescribed oath. I consider/do not consider* the prescribed oath to be binding on my conscience.

* I swear that the contents of this declaration are true

SO HELP ME GOD

* I truly affirm that the contents of this declaration are true.

.....
SIGNATURE OF WITNESS

.....
SIGNATURE OF DEPONENT

I certify that the deponent has acknowledged that he /she knows and understands the contents of this declaration, which was sworn to/ affirmed* before me on

this day of 19, and signed in my presence.

DATE:

PLACE:

.....
SIGNATURE OF COMMISSIONER OF OATHS

PLEASE PRINT

FULL NAME

BUSINESS ADDRESS

DESIGNATION (RANK) *EX OFFICIO*

* Delete words not applicable.