

A functional perspective on the social value of a restructured Forensic Social Work Unit in SAPS, Gauteng

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LANGUAGE EDITING CERTIFICATION

This is to certify that the English language editing of this dissertation by Ms TN Perrang
was done by Ms Cecilia Van der Walt.



12 November 2016

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STATEMENT

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‘A functional perspective on the social value of a restructured Forensic Social Work Unit in SAPS, Gauteng’

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Date

LIST OF ACRONYMS

SAPS- South African Police Service

CPU - Child Protection Unit

FCS – Family Violence, Child Protection and Sexual Offences Unit

FSW – Forensic Social Work Service

PSWS –Police Social Work Service

EHW – Employee Health and Wellness

NWU – North-West University

SUMMARY

A functional perspective on the social value of a restructured Forensic Social Work Unit in SAPS, Gauteng

Keywords: Forensic social work, restructuring, social value, South African Police Service

The researcher started practising forensic social work in SAPS in July 2014, when she was transferred from EHW to FSW for in-service training based on the Master's Degree Programme. The researcher does not have the personal insight of the process of pre-restructuring and post-restructuring; hence the interest and significance of the study.

Restructuring and organizational change seems to impact the social value creation process and overall effectiveness of organizations. This study is of importance as much has been written about organizational effectiveness in general and multiple reports could be traced addressing various aspects of FCS restructuring in general. However, the integration of a social service-oriented forensic service component with a traditional frontline-crime environment has not yet been explored. This study contributes to an understanding of the complex interchange of socio-behavioural factors that directly or indirectly impact organizational functionality with regard to a restructuring process.

The aim of this study was to evaluate the social value effectiveness of FSW/FCS units through a functional understanding of forensic social workers' perspectives regarding the restructuring process. The researcher focused the study on what the perspectives of forensic social workers, in FCS units, are with regard to organizational goal orientation, system resources and social value.

The qualitative approach was best suited for this study as the researcher wished to explore and understand the participants' practical perceptions and experiences. The richness of the description gained from a descriptive explorative study was obtained by the fieldworker by means of semi-structured one-on-one interviewing. The research was conducted with forensic social workers in SAPS who reside and work in the Gauteng Province.

The research resulted in a small but significant contribution to the contextual understanding of FCS unit operations and this may contribute to more effective restructuring actions within the SAPS environment. According to the study there are some positive perceptions regarding restructuring. Training after restructuring was viewed as positive by the participants, because it equipped them with the necessary skills and knowledge to execute their duties. The forensic social workers viewed teamwork following restructuring to be valuable due to the fact that it enabled them to obtain referrals easier, and that they are able to assist the investigating officers more readily. The change in services to the victims of crimes has improved, and the forensic social workers viewed this as a positive outcome from the restructuring process.

Some problem areas were also identified by the participants of the study. It was evident from this study that the foremost negative outcome was that, after restructuring; resources such as vehicles were not readily available to perform organizational functions. The forensic social workers identified their experience as challenging since they had to adjust and apply greater flexibility within the newly restructured FCS with regard to demands placed on them. The participants experienced the adoption of new roles as demanding and that the restructuring highlighted the significance and importance of their perceived dual roles. The study points out that the forensic social

workers are of opinion that professionally, they are moving away from the core of forensic social work; thus blurring their identity as social workers.

It can be recommended that all role-players become aware of the effects of a restructuring process on an individual member or on a unit, thereby not allowing restructuring to be detrimental to the organization due to members' low morale.

OPSOMMING

'n Funksionele perspektief op die sosiale waarde van 'n geherstruktureerde Forensiese Maatskaplike Werk Eenheid in die SAPD, Gauteng.

Sleutelwoorde: Forensiese maatskaplike werk, herstrukturering, sosiale waarde, Suid Afrikaans Polisie Diens

Die navorser het in Julie 2014 by die SAPS as forensies maatskaplike werker begin praktiseer toe sy van EHW na FMW verplaas is vir in-diensopleiding wat gebaseer is op die Meestersgraad-program. Die navorser beskik nie oor die persoonlike insig in die voor-herstrukturings- en na-herstrukturingsproses nie; vandaar die belangrikheid en betekenisvolheid van die studie

Herstrukturering en organisatoriese verandering blyk 'n uitwerking te hê op sosiale waardeskeppingsproses en algehele doeltreffendheid van organisasies. Hierdie studie is van belang aangesien heelwat reeds oor organisasie-effektiwiteit in die algemeen geskryf is en tallose verslae kon opgespoor word wat verskeie aspekte van die herstrukturering van die Gesinsgeweld, Kinderbeskerming en Seksuele Oortredingseenheid (GKS-eenheid / FCS – Engels) in die algemeen onder die loep geneem het. Die integrering van 'n maatskaplikediens-georiënteerde forensiesediens-komponent met 'n tradisionele frontliniemisdaad-omgewing is egter tot hede nog nie nagevors nie. Hierdie studie dra by tot die verstaan van die komplekse wisselwerking tussen sosio-gedragfaktore wat direk of indirek 'n impak het op organisatoriese funksionaliteit met betrekking tot 'n herstrukturingsproses

Die doel van hierdie studie was om die sosialewaarde-effektiwiteit van FMW/FKS-eenhede te evalueer deur middel van 'n funksionele verstaan van forensiese

maatskaplike werkers se perspektiewe met betrekking tot die herstruktureringproses. Die navorser het die fokus van die studie gerig op wat die perspektiewe van forensiese maatskaplike werkers, in FKS-eenhede, is ten opsigte van organisatoriese doelgeoriënteerde stelselhulpbronne en maatskaplike waarde..

Die kwalitatiewe benadering was die mees geskikte een vir hierdie studie aangesien die navorser daarop ingestel was om die deelnemers se praktiese persepsies en ervarings te ontgin en te verstaan. Die mate van rykheid van die beskrywing wat ingewin is uit 'n beskrywende studie is deur die onderhoudvoerder ingewin aan die hand van semi-gestruktureerde een-tot-een onderhoudvoering. Die navorsing is op forensiese maatskaplike werkers in SAPS uitgevoer wat in die Gauteng-provinsie woon en werk.

Die navorsing het uitgeloop op 'n klein maar betekenisvolle bydrae tot die kontekstuele verstaan van FKS-eenheidswerksaamhede en dit kan bydra tot meer effektiewe herstruktureringsoptredes binne die SAPS-omgewing. Volgens die studie bestaan daar sommige positiewe persepsies rakende herstrukturering. Opleiding na herstrukturering is deur die deelnemers as positief beskou omdat dit hulle met die nodige vaardighede en kennis toerus om hul pligte uit te voer. Die forensiese maatskaplike werkers het spanwerk na herstrukturering as waardevol beskou weens die feit dat dit hulle in staat gestel het om verwysings makliker te bekom en dat hulle in staat is daartoe om die ondersoekende offisiere meer geredelik te help. Die verandering in dienste aan die slagoffers van misdade het verbeter, en die forensiese maatskaplike werkers het dit as 'n positiewe uitkoms van die herstruktureringproses beskou.

Sommige probleemareas is ook deur die deelnemers aan die studie geïdentifiseer. Dit was uit die studie voor die hand liggend dat die mees negatiewe uitkoms die hulpbronne was soos dat motorvoertuie, na herstrukturering, nie geredelik beskikbaar was om organisatoriese funksies te verrig nie. Die forensiese maatskaplike werkers het hul

ervaringe as uitdagend geïdentifiseer aangesien hulle moes aanpas en groter buigsaamheid binne die nuwe geherstrukturerde FKS moes toepas met betrekking tot eise wat aan hulle gestel is. Die deelnemers het die aanneem van nuwe rolle as veeleisend ervaar en dat die herstrukturering die betekenisvolheid en belangrikheid van hul dubbelrolle beklemtoon het. Die studie het uitgewys dat die forensiese maatskaplike werkers die mening toegedaan is dat hulle professioneelgesproke weg beweeg van die kern van forensiese maatskaplike werk af en daardeur dus hul identiteit as maatskaplike werkers verloor.

Daar kan aanbeveel word dat alle rolspelers bewus moet raak van die uitwerking van 'n herstruktureringsproses op 'n individuele lid of op 'n eenheid, wat sodoende kan voorkom dat herstrukturering nadelig vir die organisasie is weens lede se lae moreel (veggees).

FOREWORD

This article format was chosen in accordance with the Regulations A.7.2.5 of Calendar 2014 for the degree Magister Social Work: Forensic Practice. The article will comply with the requirements of the journal, *Social Work/Maatskaplike Werk*. For purposes of examination a more comprehensive article is presented.

The article counts 50% of the course in Magister in Social Work: Forensic Practice.

INSTRUCTIONS TO THE AUTHORS

Social Work/Maatskaplike Werk

The journal publishes articles, book reviews and commentary on articles already published from the field of Social Work. Contributions may be written in English or Afrikaans. All contributions will be critically reviewed by at least two referees on whose advice contributions will be accepted or rejected by the editorial committee. All refereeing is strictly confidential. Manuscripts may be returned to the authors if extensive revision is required or if the style of presentation does not conform to the Journal practice. Articles of less than 2 000 words or more than 10 000 words are normally not considered for publication. The article must be in Times Roman, font size 12 and in double spacing. When word for word quotations, facts or arguments from other sources are cited, the surname(s), year of publication and the page number(s) must appear in parenthesis in the text, e.g. '...' (Berger, 1976:12).

More details about sources referred to in the text should appear at the end of the manuscript under the caption 'Reference'. The sources must be arranged alphabetically according to the surname of the authors. In terms of SANSO-014, the Journal is classified as an approved research journal for the purpose of the subsidy by the State

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**A FUNCTIONAL PERSPECTIVE ON THE SOCIAL VALUE OF
A RESTRUCTURED FORENSIC SOCIAL WORK UNIT IN
SAPS, GAUTENG**

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1 INTRODUCTION

Restructuring is a prominent strategy used by organizations in facilitating change. A positive relationship between pre- and post-restructuring might exist when members do not experience changes as a threat to their current situation (Bartels et al., 2006: 50). A common test of organizational restructuring is that it requires work flows to be reorganized and appropriately aligned and staffing levels to be altered. (Mangolela, 2014:16). The successful execution of organizational change hinges largely on employees' willingness to drastically adjust their own behaviours, attitudes, goals and values with respect to the intended direction of change. Change processes typically raise multiple concerns among employees and a better understanding of these concerns seems necessary to successfully implement change processes (Van Knippenberg et al., 2006:685).

According to Bartels, et al. (2006:49) problems in restructuring processes can often be ascribed to human aspects. These may occur due to members' perceptions of inter-group differences in the new unit, incompatible organizational cultures and conflicting corporate identities. All these problems seem to refer to one underlying phenomenon: that in the restructuring processes members of a restructured unit may feel threatened when their group is endangered by the

‘infusion’ of new members, and that they are inclined to cling to the group they are already part of.

Restructuring and organizational change seems to impact the social value creation process and overall effectiveness of organizations.

2 PROBLEM STATEMENT

In 1986, following an internal investigation, a need was established for the development of a specific unit within the South African Police Service (hereafter referred to as SAPS) focussing on the prevention and combatting of crimes against children. The primary task of the newly established Child Protection Units (hereafter referred to as CPU) was to render a child-sensitive service focused specifically on the interests of the child victim (Pienaar, 2005). Ten years later the CPU was restructured into the Family Violence, Child Protection and Sexual Offences Unit (hereafter referred to as FCS) and was restricted to rendering child protection, family violence and sexual offences related services.

These units were staffed by forensic social workers to conduct child sexual abuse investigations and act as expert witnesses in the judicial process. Forensic Social Work is defined in South Africa as ‘a specialized field of social work practice that is characterized by the social worker’s primary function of providing expert testimony in a court of law’ (Spies & Carstens, 2005: 40).

The function of forensic social workers within the context of South Africa and specifically in the SAPS is to provide expert testimony or assessment, based on the investigation of the persons involved, to courts of law or to legal authorities. A second function of forensic social workers is to provide expert testimony that is not based on the investigation of persons involved, but which will take the form of opinion evidence aimed at enlightening the court about a particular issue, such as the impact a crime could have had on its victim (Anon., 2015). One of the main criteria for referral is that the detective can make no progress because the child refuses to talk, give a

statement or disclose the abuse. In this case the forensic social workers will only assist the investigating officer to obtain the statement (Anon., 2015).

Restructuring occurred when the forensic social workers were transferred from the Division Personnel Services, Employee Health and Wellness Services to the Division Detective Service, Family Violence, Child Protection and Sexual Offences Unit. The restructuring of the Forensic Social Work Service (hereafter referred to as FSW) was motivated by the fact that those services rendered by forensic social workers directly form part of addressing crimes committed against children, and does not form part an occupational support environment. Therefore FSW is part of the organization's line function. Organizational restructuring in SAPS necessitated disbanding divisions and redeploying personnel to other areas (Paulsen, 2008:9).

The Standing Operating Procedure (2016: 6) highlights six roles of the forensic social worker in SAPS. The roles are, to assist the members of SAPS in the investigation of child sexual abuse and to accomplish the relevant goals that the SAPS has set, to conduct forensic assessments in cases of alleged child abuse that are referred by SAPS or judicial system, to provide scientifically based court reports in order to assist the investigation and legal process, to deliver expert testimony in courts regarding crimes against children, to liaise/attend meetings with other departments and non-governmental institutions and relevant stakeholders to stay abreast with the latest development in the field of forensic social work and to obtain statements from the child victim or witness.

Anecdotal reports indicate that the SAPS has made substantial progress in orientating itself towards its goals to address needs of some vulnerable groups, but little evidence exists as to whether this belief is generalized. It appears that the SAPS has made significant headway and has taken on board a broad need for sensitivity and responsiveness to the needs of victims, as well as giving important attention to specific groups including children and the victims of sexual abuse (Bruce et al., 2007:108). These reports indicate concern about problems associated with

integration of the two divisions composed of different functional categories. De Beer (2006) explains that the long-term objective of restructuring of FSW and FCS is to ultimately ensure that the unit has the necessary skills and expertise to professionally assist and advise child victims and their guardians, and to expedite the investigative process. The restructuring was directed at enhancing social service delivery, since the expertise would be deployed at local level, allocation of resources would be simplified and the bureaucratic bother would be removed (Steenkamp, 2006:2). Thus it seemed that organizational goals would be served more effectively following the restructuring process.

Based on the factual reports presented above a practice need seems to exist for evaluating the current social value and effectiveness of the recently restructured FCS Units in SAPS. As indicated above, much has been written about organizational effectiveness measurement in general; multiple reports could be found addressing various aspects of such multivariate evaluation. However, contextually, within the SAPS environment, little has been written about the topic, except for the single report on the matter by Van Graan (2008). It seems that the incorporation of a social service profession-oriented forensic service component with a traditional military policing environment has contributed to several functional problems and possible deterioration in the perceived social value of social work services. An understanding is lacking with regard to the requirement that social workers need to adhere to a set of professional ethical rules, as prescribed by the South African Council for Social Services Professions (hereafter referred to as SACCSPP), and that it is required of them to abide by the goals and to reach targets in their investigations.

Hence the question arises: ‘What is the current social value and organizational effectiveness of FCS following the restructuring process?’

3 AIM OF THE RESEARCH STUDY

The aim of this study is to evaluate the social value and organizational effectiveness of FCS following the restructuring process.

4 CENTRAL THEORETICAL STATEMENT

The intended research argues that a thorough contextual understanding of the SAPS FCS Unit restructuring process in Gauteng will promote the introduction of new guidelines that may improve or expand the social value impact of the FCS units; indirectly promote the practice of Forensic social work and assessments in this context, and expand the body of knowledge regarding the effectiveness of the organization.

5 RESEARCH METHODOLOGY

The researcher chose to follow a qualitative research method as it is a research method suitable for studies focused on ‘experiences, social processes and subcultures’ (Brown, 2009:39). Qualitative researchers believe that a person’s experiences, perceptions and interaction with the social world can only be understood through the participant’s account of how he/she perceives the social world (Munshall, cited in Brown, 2009:36). Creswell (2009:4) is of opinion that qualitative research deals with exploring and understanding the meaning which individuals ascribe to a social or human problem and involves asking questions, collecting and analysing data and interpreting the meaning thereof. The qualitative approach was best suited for this study as the researcher wished to explore and understand the participants’ practical perceptions regarding the social value of the FCS unit under investigation and the effectiveness of this unit as an organization.

5.1 Literature review

A literature review was performed for purposes of compiling the research proposal with the principal aim of contributing to a richer understanding of the nature and meaning of the identified research problem. Literature was reviewed throughout the research process in order to refine themes highlighted in the research report.

The researcher consulted books, journals and dissertations to obtain information pertaining to the subject. The Ferdinand Postma Library of North-West University (Potchefstroom Campus) was mainly used as resource to access literature and information. The library website was utilised to access articles published in magazines and journals. Databases used include: Social Work Abstracts, Social Science Abstracts, EBSCO host web, NEXUS, SABINET and Google Scholar.

5.2 Research design

The researcher followed the explorative descriptive research design (Botma et al., 2010:110) that has the purpose of exploring and describing the experiences of forensic social workers in three dimensions, namely goal achievement, systems resources and service impacts, identified as dimensions in a functional perspective on a restructured organizational unit.

Exploratory research is defined by Gray (2014:36) as research that seeks to explore what is happening and to ask questions about it and Gray further states that exploratory studies are particularly useful when not enough is known about a phenomenon. ‘Descriptive research seeks to “draw a picture” of a situation, person or event or show how things are related to each other’ (Gray, 2014:36). The perspectives of the forensic social workers concerning the restructuring of FSW were described so as to construct a comprehensive understanding of how goals are achieved, systems resources applied and social impacts made. This comprehensive understanding allowed the researcher to make recommendations regarding possible actions to be taken in promoting social value creation. The richness and depth of the description gained from a

descriptive explorative study was obtained by the interviewer during engagement and interaction with forensic social workers working in the FCS units.

5.3 Population

The research was conducted with forensic social workers who reside and work in the Gauteng Province. With a total area of 16 548 square kilometres, Gauteng is the country's smallest province, accounting for only 1.5% of the land area. However, it has the largest population, and by far the highest population density – around 675 people per square kilometre. (The Northern Cape, by comparison, has an average of around three people per square kilometre.) In 2015 Gauteng had a population of nearly 13.2 million. Gauteng is highly urbanised, containing the country's largest city, Johannesburg, its administrative capital, Pretoria, and other large industrial areas such as Midrand and Vanderbijlpark (South Africa Info, 2015).

5.4 Participants

For purposes of this research all inclusive sampling took place as all the social workers in forensic practice in SAPS Gauteng was selected as the appropriate and total population. Strydom and Delport (2011:392) point out that in the case of purposive sampling researchers purposely seek typical and divergent data. This form of sampling is used in qualitative research and participants are selected that can purposefully inform an understanding of the research problem of the study. The forensic social workers for this study comprised a total of 8 people, who were able to make an input to this study as the 8 forensic social workers were all employed by SAPS prior to the restructuring process. Therefore this group was in an excellent position to provide informed perspectives regarding organizational effectiveness from a functional perspective.

5.4.1 Inclusion criteria

Botma et al. (2010:201) and Maree (2007:79) emphasise that the clear formulation of inclusion criteria is of major importance when selecting participants. The inclusion criteria for selecting the participants were as follows:

- English and Afrikaans-speaking
- Men or Women
- Registered by the South African Council for Social Services Professions.
- Social workers who have been specifically trained in forensic social work and have a minimum of seven years' experience in the field of forensic social work in SAPS.
- Forensic social workers based in Gauteng
- Forensic social workers in SAPS who delivered a service to FCS before and after restructuring.

5.4.2 Exclusion criteria

As all the forensic social workers were included, there was no exclusion criterion for selection. All the participants met the requirements of the inclusion criteria.

5.5 Data collection

Data collection was conducted in one phase, which was conducting semi-structured interviews. Creswell (2013:146) visualises data collection as a series of interrelated activities aimed at gathering good information to answer emerging research questions. Interviews are a major category of techniques for collecting data through questioning and are acknowledged as being some of the most effective ways of collecting data in the social sciences (Crowther & Lancaster, 2009:146).

The main method of data collection applied was semi-structured one-on-one interviewing. Semi-structured one-on-one interviewing is not to obtain answers to questions nor to test hypotheses and not to evaluate. It has an interest in understanding the experience of the participants and the meaning they attach to their experiences. The semi-structured interview is often dismissed as lacking objective data, but it is an interview the researcher uses to elicit information in order to achieve understanding of the participant's point of view or situation (Greeff, 2011:348).

The tool used for data collection in this study was a semi-structured interview schedule, composed of a number of open-ended questions reflecting the identified three dimensions of questioning as identified from literature and in accordance with a functional model of organizational effectiveness.

The interview schedule (*please refer to Annexure 4*) was evaluated by experts in research and forensic social work of the Social Work Division of North-West University of the Potchefstroom Campus to ensure quality control (Botma et al., 2010:137). The questions were also evaluated by two forensic social workers in another province who did not form part of the study. This was required to determine whether the questions were clear and whether it would produce the desired results. The questions were stated in a conventional manner in words familiar to the participants.

Audio tape recordings were made of each interview with the informed written consent of the participants.

5.6 Role of the researcher, mediator and interviewer

5.6.1 The researcher

- The research proposal was submitted for approval to the Health Research Ethics Committee of the Faculty of Health Sciences of North-West University (Potchefstroom Campus). (*Please refer to Annexure 1.*)

- The researcher applied for permission to conduct the research from SAPS, Provincial Strategic Management, Gauteng, which acted as gatekeeper. *(Please refer to Annexure 2.)*
- The gatekeeper granted permission on behalf of all relevant commanders in Gauteng SAPS.
- The researcher had a consultation session with the mediator and the fieldworker about the purpose of the research and what the expectations were. They also had to sign confidentiality agreements. *(Please refer to Annexure 5.)*
- The fieldworker and researcher met after each interview for the researcher to obtain the field notes and recordings. These meetings allowed the researcher to clarify the interviewer's field notes.
- Recorded data was transcribed by the researcher.
- The researcher compiled the report in a mini-dissertation.

5.6.2 The mediator

- The mediator is a social worker who is in the process of completing a Social Work Master's Degree in Forensic Practice at the North-West University (Potchefstroom Campus).
- The mediator sent letters to the social workers in FSW regarding the aim of the proposed research, expectations, ethical aspects and the risk and benefits.
- The mediator made telephonic contact with each prospective participant, following the letters sent to them regarding the proposed research, with the view to determine whether they had received the letters.
- The participants were given three days to decide whether or not they wished to participate.
- The mediator obtained written informed consent from the participants. *(Please refer to Annexure 3.)*

5.6.3 The fieldworker

- The fieldworker is a qualified social worker with a Master's degree in Forensic practice with 25 years' experience in the field of forensic social work.
- The researcher trained the fieldworker in May 2016 with regard to the interview schedule. Proof of this training is stipulated in the diaries of both the researcher and interviewer.
- The fieldworker arranged convenient dates and times with each participant.
- The duration of the interviews conducted was approximately one hour.
- The fieldworker made the participants feel comfortable and at ease and guided the discussion and kept the conversation flowing.
- The fieldworker made use of different communication techniques and the participants did 90 percent of the talking (Greeff, 2011:343).
- The fieldworker used a tape recorder to digitally record the interviews. Interviewing is of course in order to collect data and it is preferable to record the interview electronically so that the entire interview is recorded and to enable the fieldworker to concentrate on conducting the interview rather than concentrating on note-taking (Crowther & Lancaster, 2009:150; Greeff, 2011:359).
- The fieldworker made field notes to be able to report what was observed from the participants, their reactions to questions and mannerisms when answering the questions posed to them.
- The fieldworker and researcher met after each interview for the researcher to obtain the field notes and recordings.

5.7 Data analysis

Creswell (2013:180) states that data analysis in qualitative research consists of preparing and organizing the data for analysis, then reducing the data into themes by means of a process of

coding and condensing the codes, and finally representing the data in figures, tables or a discussion. Leedy and Ormrod (2005:160-161) point out that in a qualitative study there is no single correct method for analysing the data. The researcher begins with a large body of information and must, by means of inductive reasoning, sort and categorise the data and gradually reduce it to underlying themes.

The researcher analysed the data using the four basic steps mentioned by Leedy and Ormrod (2005:150) as the Spiral analysis method and added two more steps.

The steps the researcher followed were that she:

Step 1 – Organized the data: Data from the interviews were categorized and organized in accordance with the research question (interview schedules, literature). This was done manually by the researcher.

Step 2 – Perused the data to gain a sense of what it contains: Information was perused, in order to gain an understanding of all the information as well as a sense of what the participants and literature had in common.

Step 3 – Identified general categories or themes: Information was compared within the different categories to identify variations and similarities regarding meanings and explanations.

Step 4 – Integrated and summarized the data: The data were integrated in order to determine and identify relations among categories, and summarized in order to draw conclusions and make recommendations regarding the topic and the research question. The co-coder assisted in this regard.

Step 5 – Compared findings with applicable literature.

Step 6 – Findings will be disseminated through presentations to management of SAPS, at conferences and the publication of an article in a journal.

5.8 Procedures

The procedures followed in the research study were the following:

- The researcher obtained approval from the Health Research Ethics Committee of the Faculty of Health Sciences of North-West University (Potchefstroom Campus) to conduct the research.
- The researcher obtained permission from SAPS, Provincial Strategic Management, Gauteng who acted as gatekeeper, to conduct the research.
- The researcher had a consultation session with the mediator and the fieldworker concerning the purpose of the research and what the expectations were.
- The mediator sent letters to the social workers in FSW regarding the aim of the proposed research, expectations, ethical aspects and the risk and benefits attached to their participation.
- The mediator obtained written informed consent from the participants. (*Please refer to Annexure 3.*)
- The fieldworker arranged convenient dates and times with each participant
- The fieldworker made use of a tape recorder during the interviews. It is preferable to record the interview electronically so that the entire interview is recorded and so that the fieldworker can concentrate on conducting the interview and does not need to also concentrate on note taking (Crowther & Lancaster, 2009:150; Greeff, 2011:359).
- The fieldworker made use of field notes to be able to write down what was observed from the participants, their reactions to questions and mannerisms while answering the questions posed to them.
- The fieldworker and researcher met after each interview for the researcher to obtain the field notes and recordings.

- The recorded data were transcribed by the researcher.
- The data was analysed with the help of a co-coder, who is also a social worker.
- The researcher compiled the report in a mini-dissertation.

6 ETHICAL ASPECTS

6.1 Dangers / risks and precautions

The principle, *avoidance of harm*, implies that subjects can be harmed in a physical and/or emotional manner. The researcher has an ethical obligation to protect participants within all possible reasonable limits (Strydom, 2011:115). The participants were assured that the information and experience they would share would not harm them in any form of discrimination for example disciplinary action or victimization by Management of the SAPS. The participants' identifying information would be revealed to no-one. Their identifying particulars would be concealed. From the researcher's knowledge, participating in an approved research project cannot cause any disciplinary action against a member.

The forensic social workers are exposed to risk due to the fact that they could be identified as participants. The measurements in place are that no identifying details would be revealed about them. Other risks could be the anxiety, loss of motivation and hope as a result of talking about the restructuring process. The precautions that were taken into account were for the participants to be thoroughly informed in advance about the potential impact of the research and for them to feel at ease during the interviews.

6.2 Privacy/confidentiality

Privacy refers to personal privacy, while confidentiality is indicative of the handling of information in a confidential manner. Confidentiality can be viewed as a continuation of

privacy, which can be agreements between people that limit access to private information (Strydom, 2011:119).

During the recruitment phase of the research project only the researcher and the mediator knew who the participants were. The participants were informed that they would be referred to as a subject with a number attached and that communication with them was on an anonymous basis. Once written informed consent had been obtained from the participants, all electronic correspondence with the participants was deleted. The participants were made aware that the researcher's private laptop was used and no other electronic device in the SAPS, with a view to ensure privacy. The option for the venue is also a mechanism for enhancing assurance of privacy. The participants selected their offices as an interview venue, which was most convenient and suitable for them because they viewed their offices as the most private venues as they had control over the accessibility of their offices.

Researchers must be careful to protect the confidentiality of results (Reamer, 2010:574). No identifying details of any participant were included in the research report. Once the audio recordings were transcribed, the audio recordings together with the interview notes were stored away in a lockable cabinet in a safe, which is accessible exclusively to the researcher.

6.3 Voluntary participation

No participant was forced to take part in this research study and participation was voluntary. The researcher aimed for the participants to feel free and willing to participate in this research through a well-organised informed consent process. The interviewer gave participants information pertaining to the purpose of the study (Strydom, 2011:116). The participants received as sufficient as possible details about the research process and were fully aware that they had the choice to withdraw from the study at any stage. The participants were assured that,

in the event that a participant would withdraw from the study after data collection, all collected data would be destroyed accordingly and that the researcher would not use the data.

6.4 Participant recruitment and informed consent

Obtaining informed consent means that all possible and adequate information on the goal of the investigation, the expected duration of the participants' involvement, the procedures to be followed during the research, the possible advantages, disadvantages and dangers participants may be exposed to as well as the credibility of the researcher be relayed to the participants (Monette et al., 2011:54). Adequate opportunity was given to participants to ask questions before the research commenced as well as during the research process.

The mediator made telephonic contact with each participant and enquired whether they would be willing to participate in the research project once they were clear about what the research entails. Once the participants had given an indication of their willingness to participate, the mediator provided written information to the participants via e-mail to further explain the purpose and aim of the research. The participants were afforded the opportunity of posing any questions. Following the written information to participants, the mediator telephonically contacted the participants again to inform them that a written informed consent form would be sent to them electronically and allowed them three days to respond.

After the three days the mediator followed up with the respondents and the researcher, through the mediator, obtained written informed consent from all the participants to take part in the interviews. Written informed consent implies that all possible and adequate information regarding the research, the procedures that would be utilized during the study, the possible advantages, disadvantages and dangers the respondents could be exposed to as well as the credibility of the researcher would be rendered to the participants in writing (Monette et al., 2011:54).

6.5 Debriefing

It was important for the participants to feel that their contribution to this research was valued. The researcher was aware that frustrations could be experienced by the participants with regard to the workplace situation, and therefore the researcher asked the fieldworker to note the participants' frustrations and recommend debriefing. An external counsellor was on standby if any participant required such services.

6.6 Benefits for participants

A thorough contextual understanding of the SAPS FCS Unit restructuring process in Gauteng will promote the introduction of new guidelines that may improve or expand the social value impact of the FCS units; indirectly promote the practice of Forensic Social Work and assessments in this context, and expand the body of knowledge regarding organizational effectiveness assessment. The benefit of this study would be for SAPS to be able to implement good practice from being aware of the factors that are perceived by the forensic social workers as weaknesses and strengths. The benefits in this study outweighed the risks.

6.7 Competencies of research team

When sensitive research is undertaken the researcher and fieldworkers need to be qualified and equipped to undertake the research (Strydom, 2011:124). The research process was undertaken under the guidance of two research supervisors at the university, ensuring the competence of the researcher. The researcher is a qualified social worker registered with the SACSSP doing her Master's degree and with 14 years of practical experience in the field of social work. She has experience in conducting interviews.

The participants are known to the researcher and they are colleagues who work for the same organisation in the same unit. Therefore a fieldworker was utilised.

The mediator is a qualified social worker registered with SACSSP, who is currently enrolled for the Master's Degree in Forensic Practice.

The fieldworker is a qualified social worker registered with the SACSSP, with more than 25 years of experience, who also marks postgraduate dissertations for North-West University. She has vast experience in conducting interviews.

6.8 Publications of the findings

The findings will be introduced to the public in written form by means of a dissertation as well as a possible article in an accredited social work journal (Social Work/Maatskaplike Werk). The participants will receive feedback by sending them a summary report.

6.9 Storage and archiving of data

The safekeeping of data will be assured by storing it in a lockable cabinet in the researcher's office which will be locked, and electronic data will be password protected for five years. No one except the researcher will have access to this information for those five years. The data will also be filed in the office of the research director of the specific research unit (COMPRES) at the Potchefstroom Campus of North-West University in a locked, fireproof cabinet. The data mentioned above refers to the research report that will be in the possession of NWU.

7 TRUSTWORTHINESS

Lincoln and Guba (cited by Mills & Birks, 2014:229) and Botma et al. (2010:232) propose four criteria for establishing whether a qualitative study demonstrates trustworthiness. These criteria are truth value, applicability, consistency and neutrality.

Lincoln and Guba (cited by Schwandt, 2001:258) explain that credibility (truth value) address the issue of the researcher providing assurances of the fit between participants' views of their

ways of life and the researcher's reconstruction and representation thereof. To ensure credibility all the participants were asked the same questions. The interviewer ensured engagement by establishing rapport with participants during the semi-structured interviews. Comprehensive field notes were written directly after each interview. By writing field notes the interviewer reflected and thought clearly and critically about the particular observations (Fouche & Schurink, 2011:316).

Lincoln and Guba (cited by Schwandt, 2001:258) point out that transferability (applicability) is concerned with generalization in terms of case-to-case transfer. It concerns the researcher's responsibility to provide readers with sufficient information on the case studied for readers to establish the degree of similarity between the cases studied and the cases to which findings may be transferred. The researcher used thorough description to communicate the research findings by communicating in detail the participants' responses to the interview questions by providing verbatim extracts. These verbatim references will transfer readers to the setting and facilitate an environment of shared experiences. Such detailed description will allow readers to make decisions regarding the transferability of the findings.

Dependability (consistency) focuses on the process of the inquiry and the inquirer's responsibility for ensuring that the process was logical, traceable, and documented. Participants' answers to the interview questions were recorded and transcribed to warrant meticulous description of events.

Lincoln and Guba clarify confirmability as establishing the fact that the data and interpretation of inquiry were not merely fabrications of the inquirer's imagination. Confirmability (neutrality) calls for linking assertions, findings, and interpretations, and so on to the data in readily discernible ways. To verify confirmability in this study, the researcher kept thorough record of the research process followed to determine whether the understanding of the findings, the

recommendations and conclusions made could be drawn to their sources, and whether they were supported by the analysis.

The researcher also password protected the data electronically retrieved during the interviews. The audio data were transcribed by the researcher. The participants were referred to as a subject with a number attached and no identifying particulars were mentioned during the interviews.

Data saturation was not applicable to this research due to the fact that the pool from which the participants were drawn consists of only eight individuals. Given (2008:195) points out that researchers commonly seek to collect data to explain a phenomenon of interest and then construct theories from the collected data. Theory construction takes place as the data is being collected. Saturation is the point in data collection when no new or relevant information emerges with respect to the newly constructed theory. Hence a researcher looks at it as the point at which no further data need to be collected. When the theory appears to be robust, with no gaps or unexplained phenomena, saturation has been achieved and the resulting theory is more easily constructed.

8 LIMITATIONS OF THE STUDY

8.1 Total population

The reach of the sample size in the study was restricted to Gauteng. This will not support overall presumptions relating to units in all the Provinces in South Africa. Thus the research findings are only relevant to the Gauteng area and cannot be generalized to other provinces.

8.2 Total participants

Only seven subjects participated in this research study of a total purposive inclusive sample.

8.3 Forensic social work in the South African police service

The researcher found very limited research in the South African context with regard to forensic social workers employed in the SAPS and what FSW entails in the organisation.

9 TERMINOLOGY

9.1 Forensic social work

Forensic Social Work is defined in South Africa as ‘a specialized field of social work practice that is characterized by the social worker’s primary function of providing expert testimony in a court of law’ (Spies & Carstens, 2005:40).

9.2 Restructuring

According to the *Longman Business English Dictionary* (2000:414), if a company restructures, or someone restructures it, it changes the way it is organised or financed. Moreover, restructuring is the general term for major corporate changes aimed at greater efficiency and adaptation to changing markets.

9.3 Social value

‘Social value refers to the allocation of necessary goods and services provided by organizations with social purposes such as promoting community development, or dealing with a variety of other social problems’ (Felício et al., 2013:2140).

10 DISCUSSION OF RESULTS

The profile of the participants will firstly be discussed, followed by the results of the study, which will be discussed in accordance with the themes and sub-themes.

10.1 Profile of participants

Semi-structured interviews were conducted with seven participants who met the inclusion criteria set for the purpose of this study. The eighth participant was not available to take part in this research study. The participants were referred to as participant 1, 2 etc.

Table 1 **Profile of the participants**

Participant	Age	Gender	Years in SAPS	Qualifications
Participant 1	40- 50 years	Female	10 to 15 years	BA Social Work Degree
Participant 2	30-40 years	Male	08 to 10 years	BA and Master's Degree in Social Work
Participant 3	30 to 40 years	Female	10 to 15 years	BA Social Work Degree
Participant 4	40 to 50 years	Female	15 + years	BA Social Work Degree
Participant 5	30 to 40 years	Female	10 to 15 years	BA and Master's Degree in Social Work
Participant 6	30 to 40 years	Female	10 to 15 years	BA and Master's Degree in Social Work
Participant 7	30 to 40 years	Female	10 to 15 years	BA and Master's Degree in Social Work

It is clear from table 1 that most of the participants are female with more than 10 years' experience in forensic social work in SAPS, Gauteng. Four out of the seven participants obtained their Master's Degree in Forensic Social Work, and all the participants were older than 30 years when the research was conducted

10.2 Themes and sub-themes obtained from the interviews

Seven themes with sub-themes were distinguished as a result of the situation analysis and information collection. Each of the themes and sub-themes will be discussed individually to facilitate clarity. The themes and sub-themes can be summarised as follows.

Table 2 **Themes and Sub-themes**

Theme no	Theme Name	Sub-theme
1.	Structural Aspects	• Training • Re-distribution of resources
2.	Organization Culture Identity	• Different goals • Expectation to become familiar with a new setting.
3.	Perceptions of role ambiguity	• Flexibility demands • Adopt new roles
4.	Job satisfaction	• Decrease in professional identity • Sense of belonging
5.	Psycho-Social Wellbeing	• Personal wellbeing • Stress
6.	Integration of relationships	• Teamwork • Not being accepted • When an expert as a professional becomes part of the team.
7.	Service delivery	• Change in service values • Objectivity

As a result of the extent of the data resulting from the semi-structured interviews, and mostly considering the length of the article, the researcher will only discuss the most important themes and sub-themes. The researcher did, however, find it difficult to consistently discuss each of the themes and sub-themes in the specific sequence of the questions. The reason being that some of the themes and sub-themes have been identified by participants by name whilst others have been deduced as a result of what had been reported by participants. The researcher discussed each of the themes and the most important sub-themes, by interpreting the findings or results. Several narratives resulting from the raw data forthcoming from the semi-structured interviews have subsequently been quoted to facilitate insight into how the researcher identified and interpreted the specific themes and some of the most important sub-themes. Lastly the researcher will compare the findings with literature and theory which identifies these or similar themes and sub-themes. Creswell (2014: 212) states that the process of interpreting the findings involve stating lessons learned, comparing the findings with past literature and theory, raising questions, and/or advancing an agenda for reform. Quotes from the interviews will be referred to throughout the

article in order to complement the findings. Creswell (2014: 211) addresses the importance of creating a data display and suggests that narrative text has been the most frequent form of display for qualitative data. The results will be presented in descriptive, narrative form.

Subsequently a discussion of the seven themes and sub-themes that arose from the semi-structured interviews follows:

10.2.1 Theme 1: Structural Aspects

Structural aspects refer to components of the organisation which enable employers to perform their duties (Durai, 2010:81). The following sub-themes, namely training and re-distribution of resources, have been identified. The sub-themes are subsequently discussed in more detail.

10.2.1.1 Sub-theme 1: Training

Vakola and Nikolaou (2005:170) highlight that one of the issues linked to employees' attitudes towards change is the administration of appropriate human resource functions such as training. Training means to teach a skill or type of behaviour through regular practice and instruction (Stevenson & Waite, 2011:1530). The following narratives can be regarded as representative of the sub-theme indicated above:

- *'The training in FCS assisted us to grow professionally and allow for career growth within the organization.'*
- *'It is much better now because we are talking about investigations and receive training that empower forensic skills conducting investigations.'*
- *'I am happy with all the training that we have received and I have learned a lot and grew when it comes to a career in SAPS, because we get all the relevant courses.'*
- *'As social work profession in EHW we undergo same training.'*

From the above narratives it is clear that most of the participants are of opinion that training after restructuring is beneficial to them. They are able to attend more specialised courses which give

them the necessary knowledge and skills to perform their work. Only one of the participants was unhappy about the similar training received while they were still part of EHW. Vakola and Nikolaou (2005:170) emphasize the fact that employees need to feel adequately trained and informed, especially during change. Restructuring should create better opportunities for personal development for an individual employee (Widerszal-Bazyl & Mockało, 2015:700).

The restructuring further enabled the forensic social workers to adjust to smaller scale changes such as taking the child victim statement on a daily basis. Training was put in place for the forensic social workers with regard to statement taking to assist the investigating officer in obtaining child victim statements. The training also contributed to learning and development for the forensic social worker and added to achieving statistics for the detective service. The forensic social workers were further assisted in adapting to the restructuring process by the training offered. Rodda (2007:8) feels that when new tasks such as statement taking are learned and it becomes automatic, it helps a person to accept the new restructured identity. The training therefore was a way in which the forensic social workers become part of FCS. Rodda (2007:1) also highlights that, in restructuring, employees must respond to continuous smaller-scale changes that happen on an almost daily basis such as assisting with statement taking. The forensic social workers were enabled to respond to this change in their duties through the training offered.

10.2.1.2 Sub-theme 2: Re-distribution of resources

Kroeger and Weber (2014:515) and Alastair et al. (2013:352) explain that one of the three key areas to evaluate the function and social value of an organization is the extent to which resources are applied to efficiently perform organizational functions. Resources means a source of aid that can be drawn upon when needed. The following narratives are cited.

- *'The units want productivity but they are not willing to assist with resources. They keep on pushing the buck to the other one. Resources is a detrimental factor for me.'*

- *'The most negative about the move is the thing of the resources, now under detectives we are no longer recognized and we must fight for everything.'*
- *'When we sat with EHW we had no problem accessing resources, however now that we are with Detectives it has lowered our chances of accessing resources.'*
- *'You will only get a vehicle if there is a vehicle parked and everyone has their cars to do their work, or someone is on leave or something.'*
- *'We now have receive a part of the FCS budget that we previously did not have with EHW and we are now more entitled to resources.'*

Most of the participants are of opinion that after restructuring, resources are not applied efficiently to perform organizational functions. It appears to be the perception of the participants that the restructuring has resulted in a situation whereby the forensic social workers have to compete with investigating officers for resources. However, one participant mentioned that the new budget is more comprehensive and includes forensic social work as part of the FCS unit.

Barkema and Schijven (2008:700) predict that the lack of proper planning and allocation of resources can create an infighting cycle, as the addition of an integrated unit will require more resources for effective functioning of the incorporated unit as a whole. The participants' perception thus bears the question as to whether proper planning with regard to resource allocation was done and implemented. The participants highlighted the difference of their experience between EHW and FCS with regard to resources. Bellou (2006:71) confirms that employees seem to recognise changes in the new setting and draw comparisons with the previous ones. The participants viewed this as unfairness due to changes in resources and this perceived unfairness is likely to make employees re-examine the content of their psychological connection with the newly restructured unit.

Barkema and Schijven (2008:700) add that more resources will be needed to resolve conflicts and ensure effective resource sharing between sub-units. However, in order to resolve the

perceived unfairness and competition for resources within the restricted FSW environment, the forensic social workers need to be clear about what resources they feel they lack.

10.2.2 Theme 2: Organizational Culture Identity

Whetten and Mackay (2002:395) mention that organizational identity was defined in 1985 by Albert and Whetten as that which is most central, enduring and distinctive about an organization. The definition emerged over the years to two fundamental concepts of organizational identity versus identity of organizations. At the heart of these two concepts is the distinction between identities as shared perceptions among members versus identity as institutionalized. Only in times of considerable change such as organizational restructuring, fast growth, mergers or downsizing will elements of organizational identity become salient. Organizational identification is considered important because it influences employees' willingness to strive for organizational goals, to stay with the organization, to spread a positive image of the organization and to cooperate with other organizational members. The sub-themes that emerged as a result of this theme are as follows: different goals and the expectation to become familiar with a new setting. Each of these sub-themes are subsequently discussed in more detail:

10.2.2.1 Sub-theme 1: Different goals

A growing amount of pressure to increase performance and focus on outcomes is being driven by governments by introducing new national mandates (Cole and Parston, 2006:25). Changes in goals or mandates involve merging of units and these changes create uncertainty regarding the chain of command, status, policies, practices and priorities (Bordia et al., 2004:510). A goal is referred to as a plan that is intended to be achieved. The following narratives can be regarded as representative of this sub-theme:

The following are narratives from the participants in this regard:

- *'Won't say really much has changed with regards to the goals, however now that we are under Detective services we are expected to achieve the goals of the detectives.'*
- *'The detectives' goals are being measured by detection rate, trial ready and conviction rate. We are now being held responsible for those goals and under EHW we were not held responsible for those goals.'*
- *'I don't see FCS and FSW aligning. They don't understand our role or they do and it's just not a factor for them. When it comes in a form of an instruction, we just comply in the military structure.'*
- *'The goals are not different, it is just the implementation of the goals that has changed.'*

Most of the participants are of opinion that after restructuring, different goals were set, and if the goals have not changed, the implementation thereof has changed. Coetzee et al. (2014:827) wrote that the reality of change is that it comes in different forms and levels of complexity, and also varies in its extent and significance. Although forensic social work is only a small part of the process of investigation, when goal achievement is determined, the FSWs are measured on how they achieve the Detective service goals as first priority and FSW as second priority.

Crime detection is not a singular activity performed solely by the investigation capability. The function of the forensic social worker within the context of the SAPS is to provide expert testimony/assessment to courts of law or to legal authorities, which is based on the investigation of persons involved. In addition, forensic social workers can be tasked with providing expert testimony to courts of law, which is not based on the investigation of persons involved (Anon., 2015).

10.2.2.2 Sub-theme 2: Expectation to become familiar with a new setting

Bellou (2006:71) indicated that during restructuring employees are expected to become familiar with new settings, accept the principles, values and goals and adjust their attitude and behaviour. Usually people have difficulty accepting new settings and adjusting to them, due to uncertainty and insecurity that they may experience. The following narratives in this respect are cited:

- *'We had to adjust and we had to know that when we are doing the forensic assessments, what it is about but the detectives expect our assessment to improve their detection rate, even though that is not our main focus.'*
- *'They expect us to satisfy their needs and it is not possible, we work according to our Standing Operating Procedure but still they expect us to do things outside of our Standing Operating Procedure.'*
- *'We lose what forensic social work is all about, because we have to look at what the detective rates are and we must satisfy the core functions of the detectives.'*
- *'Change occurred in the sense of how we are being measured now and there is more pressure on us and we are being held responsible for FCS goals.'*
- *'Being placed here in the detective environment is more like assisting in terms of making work easier to accomplish the goals of investigation.'*

It is clear how participants feel about adjusting to the expectations of becoming familiar from a support setting to a crime setting and it is envisaged that restructuring should lead to positive changes, efficiency and opportunities. In order for the forensic social worker to become familiar with the new setting, Bellou (2006:1) feels that they should work towards reducing uncertainty by learning as much as possible about FCS and how to effectively function in the unit. However, it is only logical to assume that during restructuring, employees act as newcomers who are trying to come to terms with their new environment.

According to Jones et al. (2008:295), building positive employee perceptions and attitudes is critical for successful change interventions. Employees may experience uncertainty about the nature and form of the combined unit and the impact of the restructuring on their work unit. Similarly, in times of organizational restructuring, employees feel uncertain about the changing priorities of the organization (Bordia et al., 2004:509).

10.2.3 Theme 3: Perceptions of role ambiguity

Stevenson and Waite (2011:1246) explain that role refers to a person's function in a particular situation. As a result of the restructuring employees are not certain of the new roles they must fulfil. The following sub-themes have been identified, namely flexibility demands and adoption of new roles. The sub-themes are subsequently discussed in more detail.

10.2.3.1 Sub-theme 1: Flexibility demands

Flexibility means to be adaptable or variable or the trait of being easily persuaded. Rodda (2007:3) highlights that reactions to change are considered highly complex in nature, and are impacted by characteristics of the change at the organizational, work unit, and individual level. The following narratives of the participants are cited to illustrate the above:

- *'We end up doing things that are not in line with what forensic social work is about, because we are under detectives it is what is instructed and expected of us.'*
- *'If a child cannot testify, the child cannot testify and if you say otherwise because you want to address the goals of the FCS it becomes a problem.'*
- *'Previously we had a mandate for competency only, however now we also have to do a statement with that competency assessment.'*
- *'We are under constant alert of what will happen next and we are moving further away from our profession.'*

All the participants are of opinion that they had to adjust and apply greater flexibility with regard to the demands on them after the restructuring. There is much support for the view that reactions to change are highly influenced by demands placed on employees as a result of the change. Research concurs with the opinion of the respondents as it has revealed that identification with the new unit is associated with greater adjustment and demand, and less group preference following this change (Amiot et al., 2006:556).

The Standing Operating Procedure (2016:6) states that the scope of practice of the forensic social worker is ‘to obtain a statement from the child or witness.’ This scope of practice was not in the previous Standing Operating Procedures and this scope was added into the Standing Operating Procedure following the restructuring of FSW and FCS. This added scope reflects the participants’ narratives of having to adapt and adjust in order to fit into the newly restructured FSW.

10.2.3.2 Sub-theme 2: Adopt new roles

Vedina and Dolan (2014:144) state that a growing body of international evidence indicates that organizational restructuring has profound adverse effects on individual and organizational well-being. For individuals, restructuring means that they have to give up the routine environment that provides a certain level of security and safety and adapt to new roles that cannot yet be fully comprehended. The following narratives are cited to illustrate the above:

- *‘So I can say I have improved and learned a lot of things then just being a social worker in a corner and focusing only on social work. So here I have to be two things at the same time, I am being a social worker and I am being a police official so I must know and understand what investigation is all about for me to reach those goals. ‘*
- *‘We definitely have two roles now as social worker and police official. However one must adjust within the organisation to conduct both those roles.’*

- *'Being placed under the detectives, we need to learn to be assertive and know what is expected of one to do and be clear with his or her role.'*
- *'Other members do not always understand our role and they only see you as a captain and they want to involve you in shootings and so on. That is what the police expect and we must be trained to do those things'.*

From the above narratives it is clear that most of the participants are of opinion that adopting new roles after restructuring is challenging to them. Restructuring does not only change the actual work of the individual, but also the role at work and as a result also changes the culture and organisational climate for the employee. Jeske and Kieselbach (2012:1) confirm the above findings and are of opinion that restructuring gives rise to an increasing lack of control and greater role ambiguity.

10.2.4 Theme 4: Job Satisfaction

Job satisfaction is the level of gratification a person feels regarding his or her job. This feeling is mainly based on an individual's perception of contentment and can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way employees are treated by the organisation and/or management. Job satisfaction falls into two levels: effective job satisfaction and cognitive job satisfaction. Effective job satisfaction is a person's emotional feeling about the job as a whole, such as professional identity and sense of belonging. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, physical conditions, organisational structure or benefits (Boundless, 2016). Two sub-themes, namely a decrease in professional identity and a sense of belonging have been identified. Each of these sub-themes will subsequently be discussed in more detail.

10.2.4.1 Sub-theme 1: Decrease in professional identity

Professional identity is the image of themselves that individuals have based on the way they perform a job or operate within a career field. It is often compared with a brand identity which is a company's public image. A distinct professional identity is often helpful in building a successful career. Heathfield (2016) maintains that employee involvement is not the goal nor is it a tool, as practiced in many organizations. Rather, it is a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the on-going success of their work organization. Takk (2011:7) points out that throughout the social work profession's history it has struggled to define its professional identity and in its pursuit of a professional status, the social work profession has inevitably conformed. The following narratives are cited to illustrate the above:

- *'We end up doing things that are not in line with what forensic social work is about, because we are under detectives it is what is instructed and expected of us.'*
- *'Are we still sticking to our professional sphere or with what the unit commander is needing at that time?'*
- *'Social work as profession mattered a lot under EHW. When we came under detectives' social work did not matter.'*
- *'I won't say it is completely correct that we are with detectives but I think that we need to be like FSL (Forensic Science Laboratory). It would be more professionally relevant for us to be like them or with them because in detectives your social work identity is taken away.'*
- *'The restructuring was a shift from people who have the same qualification as you, to people who do not even recognize your qualifications.'*

Most of the participants are of opinion that professionally they are moving away from the core of forensic social work and thus their identity as social workers. Exemplary studies on the effects of restructuring reveal some of the impacts of restructuring as less attachment to the organisation is

largely in line with the above findings, since a decrease in involvement and professional self-efficacy can be confirmed. The intention of restructuring internally is to change and improve the mix of skills and if necessary to make up for the lack of skills and to ensure that structure is aligned with vision, strategy and desired performance (Norman & Gill, 2011:9).

10.2.4.2 Sub-theme 2: Sense of belonging

During change some employees may also have trouble disengaging from the old unit, as they feel a sense of loss with having to ‘let go’ of the old and highly-valued structures, methods and rules. Jones et al. (2007:296) find that this is especially so when people have been socialized to appreciate the values, norms, unit history, beliefs and values shared throughout the unit. They add that positive aspects can become lost with restructuring. The following narratives are cited to illustrate the above:

- *‘When we were under EWH, we had a sense of belonging and EHW recognised us as one of them, but when we moved to detectives it was a struggle.’*
- *‘I don’t feel the same sense of belonging with detectives than when we were with EHW and for me it was a huge difference.’*
- *‘I personally, miss that sense of belonging and being with other social workers.’*
- *‘We are an assistive device to FCS, we are placed at the right place.’*
- *‘Under EHW it was just about a sense of belonging, however in terms of our work scope we are in the right place as our core function is the investigation of sexual abuse cases.’*

Most of the participants are of opinion that they have experienced a decrease in their feeling of identification and thus their sense of belonging. Their sense of belonging has deteriorated after restructuring. However some of the participants indicated a sense of belonging, more specifically as they are now incorporated within FCS as part of their core function which is the investigation of sexual abuse cases. The last-mentioned finding can be strongly related to a statement by

Baines (2008:124) which indicates that social workers feel a strong identification with the social work mandates of the organization in which they are employed.

Social identity refers to ‘that part of the individual’s self-concept which derives from his or her knowledge of membership to a social group (or groups) together with the value and the emotional significance attached to it’ (Baines, 2008:124). It is apparent that the participants identified more with the social workers from EHW than with the investigating officers, impacting on their sense of belonging. Problems may occur due to members’ perceptions of inter-group differences in the new unit, incompatible cultures and conflicting identities. All these problems seem to refer to one underlying phenomenon: that in the restructuring processes members of the restructured unit may feel threatened when their group is endangered by the ‘infusion’ of new members and that they are inclined to cling to the group they already form part of (Bartels et al., 2006:49). Despite going through the loss of a sense of belonging, some still view the move as positive with regard to doing the same work, namely investigation. They feel that they are in the right place because the main function is the investigation of child abuse cases.

10.2.5 Theme 5: Psycho-Social Wellbeing

De Jong et al. (2016:91) found that restructuring mainly has a negative impact on the well-being of employees. The majority of studies showed negative changes over time, in the short and long term. Some groups of workers reacted less negatively, for example, workers with a high organizational status before a merger and workers who had undergone a change in workgroup. The participants indicated that the restructuring had an impact on their psycho-social wellbeing. The following sub-themes, namely personal wellbeing and stress have been identified and will be discussed in more detail below:

10.2.5.1 Sub-theme 1: Personal wellbeing

Bellou (2006:70) found that employees seem to view restructuring as similar to the loss of a loved-one and it is often treated as a personal crisis that may manifest itself as listlessness, apathy, a preoccupation with the past, lack of commitment to the new culture, fear, and active resistance to the new setting. Bellou (2006:70) further highlights that the restructuring can lead to decreased job satisfaction, negative attitudes and behaviours, and that the change integration process or even the restructuring itself creates undesirable conditions for employees. The following narratives are cited to illustrate the above:

- *'The restructuring personally killed me, and what killed me was the expectations, when you have higher expectations and they were not met it kills the soul.'*
- *'Under EHW it was easier for us to explain any challenges relating to the profession or resources.'*
- *'So they don't think that we are important at all and then the last say is with the unit commander, and if the unit commander does not see you as part of them than you either don't get something, or you get left overs.'*
- *'I love being in the detective service, it is positive, you get to understand a better view of the whole investigation of crimes, police things, I just love it.'*

Most of the participants are of opinion that the restructuring had an ambivalent impact on their personal wellbeing. There was, however, one participant who saw the restructuring in a positive light and loved her job. Adaptation to change always requires the effort to learn the new and to adapt to the new conditions, and Widerszal-Bazyl and Mockało, (2015:701) concur that putting in the effort to learn and adapt to the new conditions is additional psychological costs that can decrease personal wellbeing in the short run.

For members, these change periods bring a heightened sense of insecurity and they ask: Will my responsibilities change? Will the division of duties change? Will I have to deal with a new boss

or new colleagues? What career expectations are cut off by the change, what are the new options? Understandably, the primary concern of employees is directed at the potential consequences of restructuring in terms of their personal situation (Köper & Richter, 2014:2).

Jeske and Kieselbach, (2012: 2) argue that restructuring has a potential impact on job satisfaction, motivation, and ultimately on the way people work. If employees experience the feeling of being over- or under-challenged, as by interference in their existing competencies, this can lead to anxiety, frustration and distress and can have a negative impact on their personal wellbeing.

10.2.5.2 Sub-theme 2: Stress

Bartels et al.(2006: 49), Bellou (2007:70-72) and Pena-Suarez et al. (2013:137) state that restructuring may lead to a variety of reactions such as an intention to leave, lowered self-esteem, lack of understanding and appreciation, and stress – stress meaning a state of mental or emotional strain or tension resulting from adverse or demanding circumstances. The following narratives are cited:

- *‘When they refer a child to you and they did not bring the child it gets difficult for you to go and fetch the child for you to continue to work and this cause delays.’*
- *‘If they don’t reach their targets we are to blame with regards to that.’*
- *‘As a professional you have a diary and they don’t understand that you keep record of what you received and what you send out. They lie about referring, when they have not referred they lie about waiting for the report when the report is already completed and received.’*
- *‘FSW does not get priority and the main goal now is for the police to arrest a suspect, the priority is the investigators. We are just a small part of the investigation so obviously they will get the first preference before FSW, although it’s not supposed to be like that but in actual fact it is like that.’*

All the participants experience an increased feeling of stress following the restructuring. Amiot et al. (2006:553) confirm that restructuring is particularly stressful, given the large-scale nature of such a change, the uncertainty associated with it, and the fact that employees must abandon an organizational identity that was previously important to them and shift their allegiance to the newly merged unit.

10.2.6 Theme 6: Integration of relationships

Yu et al. (2005: 1502) indicate that studies with a human resource angle have focused on organizational members' roles and reactions to organizational changes following a restructuring. Various human behaviour difficulties in the integration process have been identified such as communication breakdowns, 'we-they' communication dynamics, and decreased commitment. In addressing those issues researchers have explored the professional workforce and debated that task integration can be achieved only when built on the success of the human integration. The following sub-themes, namely teamwork, not being accepted, and when an expert as a professional becomes part of the team, have been identified. The subthemes are subsequently discussed in more detail.

10.2.6.1 Sub-theme 1: Teamwork

Spies (2006:206) states that in the South African context a member of the SAPS conducts the investigative interview after which it is decided whether or not the statement consists of sufficient information to arrest. This role was previously fulfilled by only the investigating officers and now with the restructuring of FSW to FCS, it is one of the main tasks of the forensic social worker within the FCS team and stipulated in their Standing Operating Procedures (2016) document. The following narratives are cited to illustrate the above:

- *'Most positive about the move is getting to work closer to the units and you get the referrals and they know you are there to assist them.'*

- *'We need to ensure good and strengthen relationships between FSW and FCS, we are not a unit on our own, and we fall under them.'*
- *'We are placed at the right place to assist them with crime investigation.'*
- *'Some unit commanders understand our role and will be willing to assist, but mainly the view is that you are a social worker you are not part of us.'*

Most of the participants are of opinion that teamwork after restructuring is beneficial to them. The findings are emphasized by Lucas and Kline (2008:282) who confirm the underlying assumptions and beliefs inherent in occupational cultures as influenced by interactions and the ability to merge as one group. Child abuse cases in FCS are handled with collaboration between the investigation officer, forensic social worker and the state prosecutor. This results in the sharing of factual information obtained from the child victim or child witness. The sole mandate of the forensic social worker in this joint investigation is not to help families with their problems but to gather evidence toward the prosecution of offenders.

The FCS investigation will usually start with the taking of a statement from the person accompanying the child victim to report the allegation of abuse. The next step will be to interview the child. This will be done by the investigating officer or the forensic social worker, depending on the age of the child. The investigating officer continues with the investigation gathering other evidence such as, arranging medical examinations of the victim, statements from other possible witnesses, child or adult. In the event that another child is also a witness in the same case, the forensic social worker can be requested to obtain the child witness' statement. With a request to obtain the child victim/witness statement the forensic social worker is also requested to conduct an assessment. The forensic social worker is not involved with the process concerning the alleged perpetrator, unless an interview with an alleged perpetrator is required for the forensic social worker's assessment. Once all the information has been gathered the investigating officer will then send the completed docket with all the information to the prosecutor. The prosecutor presents the case to court as the lawyer for the victim. The prosecutor

will consult the child complainant before the case is heard and refer the child for counseling and therapy. The forensic social worker plays no further role in the investigation until the point of being subpoenaed to testify in court (Western Cape Government, 2014).

It appears that the participants do share an underlying view with their FCS colleagues, that teamwork is beneficial for all of them and that this shared belief allows the development of teamwork within the restructured unit.

10.2.6.2 Sub-theme 2: Not being accepted

The participants indicated that they are still not viewed and dealt with as part of the FCS. This may be attributed to the fact that group cohesion is enhanced by having the same work rules, procedures and/or sharing the same manager, which is not the case with the forensic social worker within the SAPS (Rodda, 2007:29). The following narratives pertaining to this aspect are cited:

- *'In detectives I felt I always had to fit in and by fitting in I had to change who I am, I always have to pretend to be something that I am not so that I can fit in.'*
- *'Police officers had mentality of saying to us that we are not police officers and you did not feel welcome at all.'*
- *'I think I was looking more for the acceptance and that it would be easier for us to explain forensic social work, but it was not.'*

All of the participants are of opinion that they are not feeling accepted after the restructuring. Forensic social work does not function according to the same rules and procedures, nor do they share the same manager. Therefore they don't seem to be able to fit in and feel accepted. Martin et al. (2005:264) concur with the findings and indicate that five to seven years are typically needed for employees to feel truly united in the combined entity. In addition, successful adjustment to change can result in higher levels of enthusiasm for change.

Just as preparedness for or resistance to change is thought to be influenced by organizational change ‘agents’, perceptions can certainly be shaped by others within the organization, such as co-workers or members of one’s workgroup (Rodda, 2007:31).

10.2.6.3 Sub-theme 3: When an expert as a professional becomes part of the team

Spies (2006:190) advances that most of the problems with expert evidence arise when the expert as a professional becomes involved as part of a team, as in the case of the forensic social workers in SAPS. The following narratives are cited to illustrate the above:

- *‘You can’t say anything to anyone, because we uphold confidentiality, but with them confidentiality is not important compared to you as social workers’*
- *‘The investigating officer does not know the professional obligation you have and they want to discuss a case with you in the passage and you say no and encourage them that we go to the office where there is privacy and then they think that you don’t want to help them., But it’s not that you don’t want to help them now it is because of confidentiality and it gets more difficult.’*
- *‘FSW need to be assertive enough to do what is expected of them as forensic social workers.’*

Most of the participants are of opinion that there are challenges when a social work professional becomes part of a team. Despite these challenges, an opinion is expressed that FSW need to be assertive within this team. Martin et al. (2005:264) point out that poor adjustment to change is characterized by feelings of alienation, anxiety and particularly relation to the issue of co-workers. The forensic social workers are of the view that it works both ways: that the investigating officer must learn about social work and the ethics thereof, and that the forensic social workers must learn about investigative process. Ruiters (2011:16) maintains that the reasons for individual resistance to change within an organisation include selective perception, habits, established manners, inconvenience or loss of freedom and a distress of the unknown.

People resist change because they perceive that there is a mismatch between the new environment and their own comfort zone or, as the status quo, where they do not feel threatened either by the work or by the environment. It is apparent from the participants' responses that they have moved out of their comfort zone where they were part of a team of social workers sharing the same professional ethics and values to a team of investigating officers who have a different set of ethics and values.

10.2.7 Theme 7: Service delivery

Over time the services offered by the FCS units became increasingly sophisticated, through the introduction of forensic social workers. Frank and Waterhouse (2009:27) assert that the decision taken by the SAPS to restructure FCS and redeploy personnel had a profound effect on the nature of services delivered to victims, as well as on the personnel that provide these services. Following the restructuring services improved. However, the participants indicated a profound effect. The following sub-themes, namely changes in service value and objectivity, have been identified, which will be discussed in more detail.

10.2.7.1 Sub-theme 1: Change in service values

The restructuring of the FCS in 2006 was surrounded by controversy and had adversely affected the internal and external service delivery of the unit. Findings from the study of Van Graan in 2008 revealed that the restructuring of the FCS had a detrimental effect on the service delivery of the unit, as well as on the client system it served (Van Graan & Ukpere, 2015:460). Van Graan and Ukpere (2015:460) point out that, had the restructuring not taken place, service delivery may not have been adversely affected in the manner that it was. However, in 2010 the Minister of Police instructed the reinstatement of this unit back to its former centralized structure which improved service delivery once again; hence the restructuring of FCS and FSW in 2010. The following narratives are cited to illustrate the above:

- *'Service delivery, it is better now with FCS.'*

- *'We do have an impact on service delivery and currently our statistics indicate that we contribute to convictions.'*
- *'I think the community still does not have a great awareness of the existence of forensic social workers in the police, which is a service that can save them money.'*
- *'I think service delivery is better now that we are under detective service. Now that we are based at FCS units we are closer to investigating officer who can refer a case. We don't get cases directly from the community, so the investigating officer can easily refer cases and also the fact that we are sitting with the units so it's much easier to reach our clients or the community through the investigating officer.'*

Most of the participants feel that there has been a positive change in service value. They are of opinion that based at cluster level, victims can be reached easier through the investigating officer for services that can save them money. The findings of the participants concur with the explanation by Norman and Gill (201:6) that 'responsible restructures see employees as assets to be developed and they ask themselves 'how can we change the way we do business, so that we can use the people we currently have more effectively?'

10.2.7.2 Sub-theme 2: Objectivity

The Standing Operating Procedure (2016:7-8) states that the forensic evaluator must be impartial, neutral and objective to avoid the assessment being discredited in court, and ultimately have a negative impact in the Detective service's goal of improving conviction rates. The following narratives are cited

- *'The goals have changed in the sense like now objectivity in terms of us interviewing or assessing the children. It is no longer about objectivity.'*
- *'There is no objectivity, you concentrate on arrest and convictions more than the objectivity of being a forensic social worker.'*

- *‘The fact that we now have to address the criminal statistics, the investigation and conviction rate has taken away our objectivity.’*
- *‘As FSW we feel strongly about objectivity, and to be part of a team to achieve these organisational goals has an influence on objectivity’.*

All of the participants are of opinion that objectivity was negatively influenced after the restructuring. The expert witness has a difficult job to do because their client is explicitly the judicial system and not the organisation they work for. Research relevant to this issue suggests that true objectivity is indescribable because it is difficult to establish. Faller (2007:46-49) points out that an objective professional approaches a case with an open mind. Therefore professionals should employ strategies to guard against an inappropriate stance.

11 RESEARCHER’S OBSERVATIONS

The researcher observed that the participants reported their unique experiences relating to the restructuring of FCS and FSW. They shared various views and emotions which were observed and recorded. This alone highlights the complexity of a restructuring process within an organization such as SAPS. It is evident that a significant need exists in the topic of restructuring of FCS and FSW in SAPS on a greater scale. An association between personal wellbeing and restructuring was highlighted in this study and as much as the individual is required to take responsibility for own wellbeing, the organization through the restructuring process needs to consider the individual employee.

12 DISCUSSION

The findings of this particular research study revealed the following:

The researcher conducted a qualitative study to explore and understand the participants’ perceptions and experiences with regard to the restructuring of FSW into FCS. The researcher

made use of semi-structured interviews to obtain practical knowledge and personal experience from the forensic social workers.

The research findings offers an in depth circumstantial understanding of the SAPS FCS Gauteng unit and the restructuring process.

The study identified the following themes: structural aspects (training and re-distribution of resources), organization culture identity (different goals and expectation to become familiar in a new setting), perceptions of role ambiguity (flexibility demands, and adopt new roles), job satisfaction(decrease of professional identity and sense of belonging), psycho social wellbeing (personal wellbeing and stress), integration of relationships teamwork, not being accepted and when an expert becomes part of a team and lastly service delivery (change in service value and objectivity).

Restructuring is a protuberant strategy used by organizations with a view to facilitate change, and restructuring in the police as in any other organization experiences challenges. These challenges experienced are often attributed by human facets' highlighting restructuring as a positive and/ or negative change.

The human factors that play a role in restructuring are from members' perceptions of differences in a new unit, discordant organizational cultures and different professional identities. These aspects influence individual experiences of members or as a unit and their view of a restructuring process.

The restructuring of FSW occurred when the forensic social workers were relocated from Personnel Services to Detective Services and the aim of the restructuring was to align the FSW core function of investigation of crimes against children to the relevant entity of investigation. The FSW core function was not in line with the function of Personnel Services.

In SAPS the restructuring commitment was to address the needs of vulnerable groups and enforce a broad need for sensitivity and responsiveness to the needs of victims and special importance to victims of sexual abuse; hence the restructuring of FSW into FCS to ensure specialised skills, expertise and enhancing service delivery.

The restructuring of the forensic social workers was done in order to effectively aid the investigation officer with his or her investigation. However, this incorporation of a social service profession with a traditionally military unit has prompted functional challenges and a change in the perceived social value of social work services by the forensic social workers.

The restructuring process impacted on the forensic social workers' perceptions of a lack of understanding, that they need to adhere to a set of professional ethical rules as commended by their professional governing body. Personal wellbeing has been negatively affected and in the researcher's opinion personal wellbeing should be a significant issue to consider in restructuring as this can ultimately have a substantial impact on achievement of targets.

The structural aspects of training and resources respectively were viewed as positive and negative. Training was experienced as positive for most of the participants, which allowed them growth in both a professional and personal capacity. They feel adequately trained and informed and better opportunities were created for them. This training allowed the forensic social workers to adjust to changes in their new restructured unit and accept their new identity.

The participants' negative experiences of resources were focussed mainly on the resource of vehicles. The forensic social workers perception was that vehicles was not distributed and applied proficiently in order for them to do their work. They viewed it as a competition between themselves and investigating officers and felt at the defeating side of this competition. It is also highlighted in this study that significant progress was experienced with regard to resources and that FSW now has their own budget for resources.

Organizational culture identity in SAPS is that of combatting and preventing crime and assisting the justice system to successfully prosecute a crime committed. The forensic social workers in the organization form a small part of that identity and they experienced changes in goals from EHW to Detective Service as significant.

The study found that the forensic social workers viewed the way in which they are measured by these goals as an added pressure and how the goals that implemented had changed. They viewed the goals of FSW and FCS as not aligning, but significantly shared the view that they are in line with the core function of investigating sexual crimes against children.

The added pressure and change in the implementation of goals contributed to the forensic social workers' expectation to become familiar with a new unit, having to accept how things are required to be done in the restructured unit. This adjustment to the new unit created ambivalent feelings of uncertainty and insecurity in the forensic social workers. The study indicates that the forensic social workers should individually contribute to reducing their uncertainty and insecurity.

The study found that the forensic social workers' experience of their dual roles and demands on their flexibility was challenging for them. However, in the SAPS the organization employed the forensic social workers on the basis of their dual roles. The dual role was less dominant before the restructuring. Following the restructuring the demand on their flexibility and dual role became prevalent due to the different environment into which they had been placed. They are no longer in a supportive environment setting but in a front-line crime setting, which is an essential for the new unit environment. It is evident from the research that forensic social workers feel their social work identity has been negatively impacted on, following restructuring. However the researcher is of the view that one's social work identity is embedded in one's dual role.

The shared feeling among participants of having to be a police woman/man and a social worker, is viewed as negative and positive due to the fact that they experience the police woman/man role taking priority over the social work role. However, the dual role enables them to learn more about their environment and the process of investigation which can never be a detrimental factor for the forensic social workers.

The study found that during restructuring members can have difficulty separating from their old unit and feel a sense of loss, and the participants shared their deteriorated experience of sense of belonging with the new restructured unit. It is evident that the forensic social workers miss the identification with other professionals who understand their code of conduct and their social identity and that the only link they share with the investigating officers is that they share a core function of investigation.

Restructuring influenced the forensic social workers' personal wellbeing and their level of stress. It required the participants to consciously put in more effort into minimising their stress levels and monitor their personal wellbeing, and this impacted on job satisfaction and their morale in order to not leave their job. Restructuring is a stressful phenomenon and it requires the responsibility of the employer and employee to minimise the negative effects.

With the integration of relationships in a restructuring process, teamwork was an aspect for the participants, which was of value to them for the achievement of the organizational goals and their own forensic social work goals. The participants share an underlying aim and belief with the investigating officers, which contributes to effective teamwork in the investigation of crime.

The participants' feelings of not being accepted and not being dealt with as part of the new restructured unit is an issue that is sensitive for the forensic social workers. As they do not share the same work procedure, rules and immediate management structure their feeling of not fitting in is a factor that hampers group unity. As long as forensic social workers feel that they are not

being accepted following the restructuring they would continue to lack enthusiasm for their new unit. The study found that these feelings of not being accepted should improve as it takes five to seven years to successfully adjust and this restructuring has reached this timeframe.

The study indicated that when a professional becomes part of a team it can create problems. The participants indicated a lack of understanding from the investigating officers as to how they perform their work. However, they do need to practise assertiveness in order to maintain their professional conduct. The forensic social workers view this lack of understanding as a mismatch between themselves and the investigating officers and indicated that they should function as a unit on their own and not as a component resorting under a unit.

It is evident from the study that the restructuring enhanced service delivery to victims of crime, and that services are accessible to clients in that service delivery was improved. The restructuring had a negative impact on the forensic social workers' views of objectivity. The reason for them thinking in this line can be attributed to the fact that they are focussing on reaching detective goals of needing to get suspects arrested and convicted. This might not necessarily be the case, since forensic social workers form only a small part of the investigation process, but they experience this feeling of lessening of objectivity due to their perceived added pressure brought about by how they are being measured.

13 RECOMMENDATIONS

In view of the information obtained from this study, the following recommendations are made:

- Investigating officers to receive specialized forensic social work training to have a better understanding of the process followed by forensic social workers and the importance thereof so as to gain a shared knowledge base.

- Training was clearly experienced as a positive aspect, and it is recommended that this strength should be built upon, thereby maintaining the forensic social workers' positive perception and experience.
- Forensic social workers need to clearly specify the resources they feel they lack to perform their duties.
- Forensic social workers' personal wellbeing be given higher priority based on individual needs.
- This research study should be considered with all forensic social workers on a national level that were employed before and after the restructuring of FSW in 2010.

14 CONCLUSION

The study applied a qualitative research method which was best suited as the aim was to explore understanding the experience of the participants and the meaning they attach to their experiences. Qualitative studies highlight one's experiences, perceptions and interaction with the social world and can be understood through the participant's account of how he/she perceives the social world.

The exploratory analysis sought to explore what was known about the aspect of restructuring of FSW into FCS. The research was conducted with forensic social workers who reside and work in the Gauteng Province. All the social workers in forensic practice in SAPS Gauteng were selected as the appropriate and total population.

The main method the study utilized to collect and analyse data with regard to the impact of the restructuring process was semi-structured one-on-one interviewing. The study reported results pertaining to restructuring by means of themes and subthemes as: structural aspects(training and re-distribution of resources); organization culture identity (different goals and expectation to become familiar in a new setting); perceptions of role ambiguity (flexibility demands, and having

to adopt new roles), job satisfaction(decrease in professional identity, and sense of belonging), psycho-social wellbeing (personal wellbeing and stress), integration of relationships (teamwork, not being accepted and when an expert becomes part of a team and lastly, service delivery (change in service value and objectivity).

This study is of significance since the influence of the restructuring process in the FSW and FCS is recognized and described as experienced by the forensic social workers. This indicates various positive and negative areas with regard to the restructuring process in the SAPS. The majority of the experiences concerning the restructuring are less positive, and mirror some significant areas for improvement. Despite advancement in restructuring in SAPS, substantial aspects remain to be done as the recommendations suggest.

It is apparent that the SAPS management devoted themselves to the recommendations made from previous studies with regard to the restructuring of FCS and they made progress with the restructuring process of the FCS. In order to follow through with the restructuring process and to successfully achieve restructuring in the SAPS with regard to FCS and FSW, active management as well as role-player participation, interest and enthusiasm should be on-going.

The central theoretical statement was attained. A thorough contextual understanding of the SAPS FCS Unit restructuring process in Gauteng could promote the introduction of new guidelines that may improve or expand the social value impact of the FCS units; indirectly promote the practice of Forensic social work and assessments in this context, and expand the body of knowledge regarding the effectiveness of the organization.

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ANNEXURE 1: ETHICS APPROVAL

CERTIFICATE OF STUDY



NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

Private Bag X6001, Potchefstroom,
South Africa, 2520

Tel: (018) 299-4900
Faks: (018) 299-4910
Web: <http://www.nwu.ac.za>

Institutional Research Ethics Regulatory Committee

Tel: +27 18 299 4849
Email: Ethics@nwu.ac.za

2016-05-23

ETHICS APPROVAL CERTIFICATE OF STUDY

Based on approval by **Health Research Ethics Committee (HREC)** at the meeting held on **10/03/2016**, the North-West University Institutional Research Ethics Regulatory Committee (NWU-IRERC) hereby **approves** your study as indicated below. This implies that the NWU-IRERC grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the study may be initiated, using the ethics number below.

Study title: A functional perspective the social value of a restructured Forensic Social Work Unit in SAPS, Gauteng.															
Study Leader/Supervisor: Prof C Strydom															
Student: TN Perrang															
Ethics number:	N	W	U	-	0	0	0	1	0	-	1	6	-	A	1
	Institution				Project Number						Year			Status	
	Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation														
Application Type: Full Single Application															
Commencement date: 2016-05-17				Expiry date: 2017-03-31				Risk:		Minimal					

Special conditions of the approval (if applicable):

- Translation of the informed consent document to the languages applicable to the study participants should be submitted to the HREC (if applicable).
- Any research at governmental or private institutions, permission must still be obtained from relevant authorities and provided to the HREC. Ethics approval is required BEFORE approval can be obtained from these authorities.

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- The study leader (principle investigator) must report in the prescribed format to the NWU-IRERC via HREC:
 - annually (or as otherwise requested) on the monitoring of the study, and upon completion of the study
 - without any delay in case of any adverse event or incident (or any matter that interrupts sound ethical principles) during the course of the study.
 - Annually a number of study may be randomly selected for an external audit.
- The approval applies strictly to the proposal as stipulated in the application form. Would any changes to the proposal be deemed necessary during the course of the study, the study leader must apply for approval of these amendments at the HREC, prior to implementation. Would there be deviation from the study proposal without the necessary approval of such amendments, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-IRERC via HREC and new approval received before or on the expiry date.
- In the interest of ethical responsibility the NWU-IRERC and HREC retains the right to:
 - request access to any information or data at any time during the course or after completion of the study;
 - to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process.
 - withdraw or postpone approval if:
 - any unethical principles or practices of the study are revealed or suspected,
 - it becomes apparent that any relevant information was withheld from the HREC or that information has been false or misrepresented,
 - the required amendments, annual (or otherwise stipulated) report and reporting of adverse events or incidents was not done in a timely manner and accurately,
 - new institutional rules, national legislation or international conventions deem it necessary.
- HREC can be contacted for any report templates Ethics-HRECApply@nwu.ac.za or 018 299 1206.

The IRERC would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the IRERC or HREC for any further enquiries or requests for assistance.

Yours sincerely

Linda du Plessis

Digitally signed by Linda du Plessis
DN: cn=Linda du Plessis, o=NWU,
ou=Vaal Triangle Campus,
email=linda.duplessis@nwu.ac.za,
c=ZA
Date: 2016.05.23 20:06:47 +0200

Prof Linda du Plessis

Chair NWU Institutional Research Ethics Regulatory Committee (IRERC)

ANNEXURE 2: APPLICATION TO CONDUCT RESEARCH

G.P.S 002-0222

SAPS 21

SUID-AFRIKAANSE POLISIEDIENS



SOUTH AFRICAN POLICE SERVICE

Private Bag / Privaatsak X 57, BRAAMFONTEIN, 2017

Reference Verwysing	3/34/2(201600008)
Enquiries	Lt. Col. Peters
Navrae	SAC Linda Ladzani
Telephone Telefoon	(011) 274- 7529
Fax number Faksnommer	(011) 547- 9189

OFFICE OF THE
PROVINCIAL COMMISSIONER
SOUTH AFRICAN POLICE SERVICE
GAUTENG

2016-04-04

- A. The Provincial Head: Legal Service
S A Police Service
GAUTENG
- B. The Provincial Commander
FCS
S A Police Service
GAUTENG
- C. Deputy Provincial Commissioner: Crime Detection
S A Police Service
GAUTENG

APPLICATION TO CONDUCT RESEARCH: A FUNCTIONAL PERSPECTIVE ON THE SOCIAL VALUE OF A RESTRUCTURED FCS UNIT IN SAPS GAUTENG: LT.TANYA PERRANG

- A-B: For your recommendation
- C: For approval

1. Attached herewith is an application of Lt. T Perrang to conduct research on the above mentioned topic, within the South African Police Service.
2. The application has been evaluated by the Provincial Research Office (Strategic Management) as per attached Annexure and found to be in compliance with National Instruction 1 of 2006: Research.
3. In the opinion of the Research Office, the research is intended to assist the South African Police Service as it will directly expand the local body knowledge regarding programme evaluation, specifically organisational effectiveness evaluation. It will also contribute to a more thorough understanding of complex interplay of socio-behavioural factors that directly or indirectly impact organisational functionality and social value.

APPLICATION TO CONDUCT RESEARCH: A FUNCTIONAL PERSPECTIVE ON THE SOCIAL VALUE OF A RESTRUCTURED FCS UNIT IN SAPS GAUTENG: LT.TANYA PERRANG

4. In line with National Instruction 1 of 2006, you are afforded the opportunity to comment on the relevance and feasibility of the proposed research within your area of responsibility. Any objections against the research will be noted and you will be requested to clarify and motivate those with the Provincial Head: Organisational Development & Strategic Management.
5. In order to ensure the effective and efficient finalisation of this application you are requested to forward your comments back to Strategic Management office within the allocated timeframe.
6. Your cooperation and assistance is appreciated.



f PROVINCIAL HEAD: ORGANISATIONAL DEVELOPMENT & STRATEGIC MANAGEMENT: GAUTENG
D F BENDER
Date: 2016-04-05

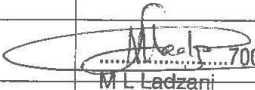
COLONEL

PROVINCIAL HEAD: ORGANISATIONAL DEVELOPMENT & STRATEGIC MANAGEMENT: GAUTENG

ANNEXURE A

APPLICATION TO CONDUCT RESEARCH: A FUNCTIONAL PERSPECTIVE ON THE SOCIAL VALUE OF A RESTRUCTURED FCS UNIT IN SAPS GAUTENG: LT.TANYA PERRANG

COMMENTS & RECOMMENDATION: PROVINCIAL RESEARCH CENTRE

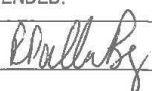
i	OFFICIAL FILE NO:	3/34/2(201600008)		
	FILE COMPUTER REFERENCE NO:	7414984		
ii	MOTIVATION FOR RESEARCH:	To evaluate the social value effectiveness of FCS units through a functional understanding of staff perceptions regarding the third restructuring process. To gain a perspective on the social value of a restructured Forensic Social Work Unit through qualitative semi-structured interviews with FCS (FSW) in Gauteng. To construct a subjectively informed social value interpretation of the gathered data within a functional model of organisational effectiveness.		
	APPLICATION FOUND TO BE COMPLETE:	YES	☒	NO
	INDEMNITY / UNDERTAKING SIGNED	YES	☒	NO
iii	APPLICATION PERUSED BY:	SAC ML Ladzani		
	CONTACT NO:	011 274 7529		
	SIGNATURE:	 7003079-1 M.L. Ladzani		
	DATE:	2016.04.04.		
iv	APPLICATION VERIFIED BY:	Lt. Col Peters.		
	APPLICATION RECOMMENDED:	YES	☒	NO
	CONTACT NO:	011 5479110		
	SIGNATURE:	 Lt Col N.S. Peters		
	DATE:	2016-4-4		

APPLICATION TO CONDUCT RESEARCH: A FUNCTIONAL PERSPECTIVE ON THE SOCIAL VALUE OF A RESTRUCTURED FCS UNIT IN SAPS GAUTENG: LT.TANYA PERRANG

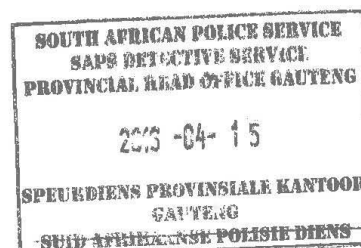
A. RECOMMENDATION BY PROVINCIAL HEAD: LEGAL SERVICE
TIME ALLOCATED: 3 days

COMMENTS WITH REGARDS TO ANY LEGAL OBJECTIONS AGAINST THE RESEARCH WITH ANY ADDITIONAL LIMITATIONS TO RESEARCHER:			
There are no legal objections.			
APPLICATION RECOMMENDED:	YES	☒	NO
SIGNATURE:  BRIGADIER	DATE: 05-04-2016		
N. RAMBACHAN-NAIDOO			

B. RECOMMENDATION BY PROVINCIAL COMMANDER: DETECTIVE SERVICE
TIME ALLOCATED: 3 days

COMMENTS WITH REGARDS TO THE RELEVANCE AND FEASIBILITY OF THE RESEARCH WITHIN YOUR Environment ANY LEGAL OBJECTIONS AGAINST THE RESEARCH WITH ANY ADDITIONAL LIMITATIONS TO RESEARCHER:			
APPLICATION RECOMMENDED:	YES	☒	NO
SIGNATURE:  BRIGADIER	DATE: 2016-04-15		

Brigadier R.M. PALKO





PERMISSION TO CONDUCT RESEARCH IN THE SAPS

RESEARCH TOPIC: A FUNCTIONAL PERSPECTIVE ON THE SOCIAL VALUE OF A RESTRUCTURED FCS UNIT IN SAPS-GAUTENG

RESEARCHER: LT. T PERRANG

Permission is hereby granted to the researcher above to conduct research in the SAPS based on the conditions of National Instruction 1 of 2006 (as handed to the researcher) and within the limitations as set out below and in the approved research proposal.

This permission must be accompanied with the signed Indemnity, Undertaking & Declaration and presented to the commander present when the researcher is conducting research.

This permission is valid for a period of Twelve (12) months after signing.

Any enquiries with regard to this permission must be directed to Lt. Col. Peters or SAC Linda Ladzani at PetersNS@saps.gov.za / Ladzanim@saps.org.za.

RESEARCH LIMITATIONS / BOUNDARIES:

Research Instruments:	Interviews (Semi-structured)
Target audience / subjects:	Forensic Social Workers in Gauteng
Geographical target:	Gauteng
Access to official documents:	No

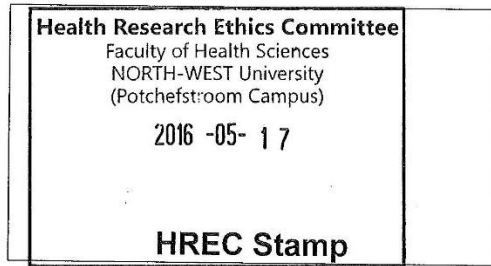

DEPUTY PROVINCIAL COMMISSIONER: CRIME DETECTION
NO TAIOE
Brigadier R.M. PALKO

MAJOR GENERAL

ANNEXURE 3: CONCENT FORM



NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT
POTCHEFSTROOM CAMPUS



PERRANG 3

PARTICIPANT INFORMATION LEAFLET AND CONSENT FORM FOR FORENSIC SOCIAL WORKERS IN THE SOUTH AFRICAN POLICE SERVICE (SAPS)

TITLE OF THE RESEARCH PROJECT:

A functional perspective on the social value of a restructured Forensic Social Work Unit in SAPS, Gauteng

REFERENCE NUMBERS:

NWU-00010-16-S1

PRINCIPAL INVESTIGATOR:

Tanya Perrang

ADDRESS: 1104 Kingfisher, Chervil Avenue, Annlin West, Pretoria

CONTACT NUMBER: 076 477 2815

You are being invited to take part in a research project that forms part of my Master's Degree in Social Work: Forensic Practice. Please take some time to read the information presented here, which will explain the details of this project. Please ask the researcher any questions about any part of this project that you do not fully understand. It is very important that you are fully satisfied that you clearly understand what this research entails and how you could be involved. Also, your participation is **entirely voluntary** and you are free to decline to participate. If you say no, this will not affect you negatively in any way whatsoever. You are also free to withdraw from the study at any point, even if you do agree to take part.

This study has been approved by the **Health Research Ethics Committee of the Faculty of Health Sciences of the North-West University (NWU-00010-16-S1)** and will be conducted according to the ethical guidelines and principles of the international Declaration of Helsinki and the ethical guidelines of the National Health Research Ethics Council. It might be necessary for the research ethics committee members or relevant authorities to inspect the research records.

HREC General WICF Version 3, March 2015

Page 1 of 5

What is this research study all about?

This study will be conducted in the SAPS, Gauteng Province and will involve semi-structured one to one interviewing with experienced health researchers trained in social work. Eight participants will be included in this study.

The aim of this study is therefore: To evaluate the social value effectiveness of FCS units through a functional understanding of staff perspectives regarding the restructuring process.

The study has two objectives

1. To gain a perspective on the social value of a restructured Forensic Social Work Unit through qualitative semi-structured interviews with FCS FSW in Gauteng.
2. To construct a subjectively informed social value interpretation of the gathered data within a functional model of organizational effectiveness.

Why have you been invited to participate?

You have been invited to participate because you are a forensic social worker employed by the SAPS in the Gauteng Province.

You have also complied with the following inclusion criteria: The inclusion criteria for selection are the following: You are English or Afrikaans speaking, a man or woman. You are registered by the South African Council for Social Services Professions. You have forensic social work training and experience. You are a forensic social worker in SAPS who delivered a service to FCS before and after restructuring.

What will your responsibilities be?

You will be expected to participate in one semi-structured interview and share your perspective, experience and feelings about the restructuring process. The interviews will last approximately 60 minutes. The interviews will be scheduled at your work place and time convenience.

Will you benefit from taking part in this research?

There will be no direct benefit for you.

The indirect benefit will be for SAPS to be able to implement good practice from being aware of the factors that are perceived as weaknesses and strengths from the practice of forensic social worker..

Are there risks involved in your taking part in this research?

The risk in this study is that the forensic social workers could be identified as participants. You would be assured that no identifying details would be revealed about you. It is also stated in the written consent form. There might be other risks like boredom, fatigue and stress while discussing your experience regarding the restructuring process. The interviewer will act in an empathetic and ethical manner. She will take your well-being into account. The mediator, interviewer and co-coder will all sign a confidentiality agreement.

The benefits will thus outweigh the risks.

What will happen in the unlikely event of some form of discomfort occurring as a direct result of your taking part in this research study?

Should you feel uncomfortable or have the need for further discussions after sharing your views and experiences, an opportunity will be arranged for you to be debriefed by an external counsellor.

Who will have access to the data?

Anonymity will be upheld by giving each participant a pseudonym. Confidentiality will be ensured by the fact that no identifying details of any participants will be included in the research report. Only the researcher and the interviewer will have access to the data at this stage. The data will be analysed in the office of the researcher. Data will be kept safe and secure by locking hard copies in a cabinet in the researcher's office and for electronic data it will be password protected. As soon as data has been transcribed it will be deleted from the recorders. The data will be handed over to the study leaders to store at Social Work, NWU (Potchefstroom Campus) in a locked cabinet for 5 years. After this period all data will be shredded by the University.

What will happen with the data/samples?

This is a once off collection and the data will be destroyed after five years. The data will only be used in South Africa.

Will you be paid to take part in this study and are there any costs involved?

No, you will not be paid to take part in the study but refreshments will be provided during the interview. There will thus be no costs involved for you, if you do take part.

Is there anything else that you should know or do?

You can contact Tanya Perrang, at 076 477 2815, if you have any further queries or encounter any problems.

You can contact the Health Research Ethics Committee via Mrs Carolien van Zyl at 018 299 2089; carolien.vanzyl@nwu.ac.za if you have any concerns or complaints that have not been adequately addressed by the researcher.

You will receive a copy of this information and consent form for your own records.

How will you know about the findings?

The findings of the research will be shared with you by the researcher, Tanya Perrang as soon as it is available if you are interested. I will send you a summary of the findings in academic terms.

Declaration by participant

By signing below, I agree to take part in a research study titled: A functional perspective on the social value of a restructured Forensic Social Work Unit in SAPS, Gauteng,

I declare that:

- I have read this information and consent form and it is written in a language with which I am fluent and comfortable.
- I have had a chance to ask questions to both the person obtaining consent, as well as the researcher and all my questions have been adequately answered.
- I understand that taking part in this study is **voluntary** and I have not been pressurised to take part.
- I may choose to leave the study at any time and will not be penalised or prejudiced in any way.
- I agree to the interview being audio taped.
- I may be asked to leave the study before it has finished, if the researcher feels it is in my best interests, or if I do not follow the study plan, as agreed to.

Signed at (*place*) on (*date*) 20....

.....
Signature of participant

.....
Signature of witness

Declaration by person obtaining consent

I (*name*) declare that:

- I explained the information in this document to
- I encouraged him/her to ask questions and took adequate time to answer them.
- I am satisfied that he/she adequately understands all aspects of the research, as discussed above
- I did/did not use a interpreter.

Signed at (*place*) on (*date*) 20....

Signature of person obtaining consent

Signature of witness

Declaration by researcher

I (*name*) declare that:

- I explained the information in this document to
- I encouraged him/her to ask questions and took adequate time to answer them.
- I am satisfied that he/she adequately understands all aspects of the research, as discussed above
- I did/did not use a interpreter.

Signed at (*place*) on (*date*) 20....

.....
Signature of researcher

.....
Signature of witness

ANNEXURE 4: INTERVIEW SCHEDULE

1. Tell me about your perspectives and experience regarding the way in which the goals of the restructured FCS unit have changed?
2. Describe your perspective regarding the appropriateness and effectiveness of the current goals of the organization (FCS Units)?
3. Tell us about the way in which resource allocation has changed within the new structure?
4. From your experience explain the extent to which you ascribe and support the current goals?
5. What are your views regarding the way services to clients are structured in order to effectively reach them?
6. Explain your perspective regarding the ability of the FCS unit to have an impact on clients?
7. In what respect do restructured FCS units make a difference or social impact on society?
8. Considering all things about the FCS services, of what value are services rendered by the current FCS Unit structure?

ANNEXURE 5: CONFIDENTIALITY UNDERTAKING



NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

CONFIDENTIALITY UNDERTAKING

entered into between:

I, the undersigned

Prof / Dr / Mr / Ms _____

Identity Number: _____

Address: _____

hereby undertake in favor of the **NORTH-WEST UNIVERSITY**, a public higher education institution established in terms of the Higher Education Act No. 101 of 1997

Address: Office of the Institutional Registrar, Building C1, 53 Borchard Street, Potchefstroom, 2520

(hereinafter the “NWU”)

1 Interpretation and definitions

1.1 In this undertaking, unless inconsistent with, or otherwise indicated by the context:

1.1.1 “Confidential Information” shall include all information that is confidential in its nature or marked as confidential and shall include any existing and new information obtained by me after the Commencement Date, including but not be limited in its interpretation to, research data, information concerning research participants, all secret knowledge, technical information and specifications, manufacturing techniques, designs, diagrams, instruction manuals, blueprints, electronic artwork, samples, devices, demonstrations, formulae, know-how, intellectual property, information concerning materials, marketing and business information generally, financial information that may include remuneration detail, pay slips, information relating to human capital and employment contract, employment conditions, ledgers, income and expenditures and other materials of whatever description in which the NWU has an interest in being kept confidential; and

1.1.2 “Commencement Date” means the date of signature of this undertaking by myself.

1.2 The headings of clauses are intended for convenience only and shall not affect the interpretation of this undertaking.

2 Preamble

2.1 In performing certain duties requested by the NWU, I will have access to certain Confidential Information provided by the NWU in order to perform the said duties and I agree that it must be kept confidential.

2.2 The NWU has agreed to disclose certain of this Confidential Information and other information to me subject to me agreeing to the terms of confidentiality set out herein.

3 Title to the Confidential Information

I hereby acknowledge that all right, title and interest in and to the Confidential Information vests in the NWU and that I will have no claim of any nature in and to the Confidential Information.

4 Period of confidentiality

The provisions of this undertaking shall begin on the Commencement Date and remain in force indefinitely.

5 Non-disclosure and undertakings

I undertake:

5.1 to maintain the confidentiality of any Confidential Information to which I shall be allowed access by the NWU, whether before or after the Commencement Date of this undertaking. I will not divulge or permit to be divulged to any person any aspect of such Confidential Information otherwise than may be allowed in terms of this undertaking;

5.2 to take all such steps as may be necessary to prevent the Confidential Information falling into the hands of an unauthorised third party;

5.3 not to make use of any of the Confidential Information in the development, manufacture, marketing and/or sale of any goods;

5.4 not to use any research data for publication purposes;

5.5 not to use or disclose or attempt to use or disclose the Confidential Information for any purpose other than performing research purposes only and includes questionnaires, interviews with participants, data gathering, data analysis and personal information of participants/research subjects;

5.6 not to use or attempt to use the Confidential Information in any manner which will cause or be likely to cause injury or loss to a research participant or the NWU; and

5.7 that all documentation furnished to me by the NWU pursuant to this undertaking will remain the property of the NWU and upon the request of the NWU will be returned to the NWU. I shall not make copies of any such documentation without the prior written consent of the NWU.

6 Exception

The above undertakings by myself shall not apply to Confidential Information which I am compelled to disclose in terms of a court order.

7 Jurisdiction

This undertaking shall be governed by South African law be subject to the jurisdiction of South African courts in respect of any dispute flowing from this undertaking.

8 Whole agreement

8.1 This document constitutes the whole of this undertaking to the exclusion of all else.

8.2 No amendment, alteration, addition, variation or consensual cancellation of this undertaking will be valid unless in writing and signed by me and the NWU.

Dated at Potchefstroom this _____ 20____

Witnesses:

1

2

(Signatures of witnesses)

.....

(Signature)