towards improved social services

social development

Department:
Social Development
REPUBLIC OF SOUTH AFRICA

READINESS ASSESSMENT FOR THE IMPLEMENTATION OF GENERIC NORMS AND STANDARDS FOR SOCIAL WELFARE SERVICES

Guideline for Data Collection

August 2012

CONTENTS

INTRODUCTION **2**

TERMINOLOGY **3**

DATA COLLECTION **5**

1. DATA COLLECTION PROCESS 5
   - 1.1 Phase 1: Preparation (April – 15 August 2012) 5
   - 1.2 Phase 2: Completion of online data collection tools (15 August 2012 – 15 September) 6
   - 1.3 Phase 3: Support workshop (4 September – 15 October 2012) 8
   - 1.4 Phase 4: Completion of paper-based collection tools (September – October 2012) 8
2. DATA COLLECTION METHODOLOGY 9
   - 2.1 National DSD Questionnaire 10
   - 2.2 SACSSP Questionnaire 10
   - 2.3 Provincial DSD Questionnaire 11
   - 2.4 Organisation Questionnaire 12
   - 2.5 Service Office Questionnaire 13
   - 2.6 Supervisor Questionnaire 14
   - 2.7 Supervisor-Practitioner Questionnaire 15
   - 2.8 Practitioner Questionnaire 17
   - 2.9 File Review Questionnaire 17
   - 2.10 Beneficiary Questionnaire 19
3. SUMMARY OF TASKS AND EXPECTATIONS 21
4. MONITORING AND SUPPORT 22
5. CONCLUSION 22

INTRODUCTION

The social welfare sector, under the leadership of the Directorate Service Standards of the Department of Social Development, developed generic norms and standards for social welfare service delivery through an intense process of consultation. The implementation of the generic norms and standards has implications for all role-players in the welfare sector, Department of Social Development; non-governmental organisations as well as other government departments, such as the departments of Basic Education, Health, Correctional Services, Cooperative Governance and Traditional Affairs, Justice and Constitutional Development, Defence and the South African Police Services.

It is therefore critical for the Department to assess the readiness for implementation of the generic norms and standards and the resource implications in provincial departments, NGOs and other government departments before implementation plans can be finalised. The readiness assessment involves a baseline study to measure the level of compliance with the generic norms and standards in order to determine the current status of service delivery and the gaps that exist.

TERMINOLOGY

The following terminology is used in the guideline and in the questionnaires:

Beneficiary	A beneficiary is defined as any individual receiving a social welfare service, whether that is a case work, group work or community work service.
Consultant	Chiastolite Professional Service and its consultants appointed by DSD for this project.
Data Collection	The process of gathering data through the use of data collection tools, i.e. The completion of the questionnaires.
Management Office	A management office is defined as a permanent point/s of service delivery, with a social services/welfare manager. This has the following implications: • A provincial or national social welfare organisation, such as Child Welfare, should be broken down into local offices, such as Child Welfare Alberton. It is the manager at the local management office who would complete the Manager Questionnaire, not the manager or CEO of, in this example, Child Welfare national. • A local management office may have a number of satellite offices, where a practitioner is present for only a day or two per week. This satellite office is included in the definition of 'management office'. • Service delivery points that are established as a full time service for a fixed period are excluded from the definition. For example, a full time point of service may be established in a community for a specific project, with the intention that after a period of time, say a few months, the point will be closed or downgraded to a part time service. Such points, because they are not permanent, are excluded.

Management Office	• The point of service delivery must have a manager, even if the manager does not sit in all the offices. Some organisations may have one office where the manager (and perhaps some practitioners) sits (which we refer to here as a 'management office'), together with one or more other 'service offices/points' (where only practitioners sit, rendering services, but not managing), with the manager managing the collection of offices. In such cases, the term 'management office' refers to this collection of offices, under the management of the one manager. • This definition applies equally to DSD, other state department and NGO management offices.
Manual Completion	Completion of paper-based (hard copy) questionnaires.
Online Completion	Completion of the questionnaires by accessing the questionnaires through a link to a website and completion in this site.
Project Team	The Project team includes the team from Directorate Service Standards, with Ms Isabella Sekawana as director and the team from Chiastolite Professional Service (CPS), the consultant. CPS is responsible for the execution of the project.
Provincial; Regional and District Coordinators	Staff from DSD; other government organisations and non-governmental organisations identified by their departments and organisations to coordinate their involvement in this project.
Readiness Assessment	The total process of measuring the current status of social welfare service delivery against the indicators for the norms and standards of social welfare services. It includes the total process of planning, data collection, analysis and reporting.
Service Office	A service office is defined as a permanent and full time point of service delivery on a single piece of land. This has the following implications: • The point of service delivery does not need to have a manager to qualify as a service office. Some organisations may have one office where the manager (and perhaps some practitioners) sits (which we refer to as a 'management office'), together with one or more other 'service offices' (where only practitioners sit, rendering services, but not managing). In such cases, the term 'service office' refers to each of these offices from which services are delivered. • If services are rendered also from the management office, this qualifies also as a service office. Some management offices may not offer direct services, and thus do not constitute a 'service office'. • A 'service office' may include a room where only a single social service practitioner sits, provided that office offers a permanent and full time social welfare service. • A social service complex constitutes a single service office. For example, a children's home or old age home that comprises several buildings on a single piece of land is regarded as one service office. Similarly, if the social services in a hospital are distributed throughout the hospital (with social services rooms in different wards, for example) this is regarded as one service office, provided they are all located on a single piece of land. • This definition applies equally to DSD, other state department and NGO service offices.
Social Service/Welfare Manager	The social service/welfare manager is the manager responsible on the lowest level for the social welfare service delivery in an area or office.
Social Service Practitioner	social service practitioners working in the social welfare sector, including: social workers, social auxiliary workers, child and youth care workers, youth workers, probation officers and assistant probation officers practitioners.

Supervisor	A supervisor is defined as any person who provides a supervisory service to a social service practitioner. This has the following implications: • The 'supervisor' may or may not be an employee of the organisation. Supervisors may provide their services on a voluntary basis to an organisation. • The manager may also provide supervision and is thus regarded also as a 'supervisor'. • The person providing supervision may or may not be qualified to provide supervision. Regardless, if an individual is providing a supervisory service, they are regarded as a 'supervisor'. • A social worker may provide supervision to social auxiliary, community development or child and youth care workers – this social worker is thus also regarded as a 'supervisor'.

DATA COLLECTION

One of the key processes of the readiness assessment is the collection of data which will measure adherence to the generic norms and standards. Ten data collection tools are used to collect 674 data elements, which contribute to 143 indicators, measuring 163 norms (with associated standards). Data elements are collected from a broad spectrum of stakeholders: beneficiaries, practitioners, supervisors, managers, SACSSP, and provincial and national DSD offices. Data will be collected from the Department of Social Development, other government departments mentioned above and non-governmental organisations. This broad spectrum is intended to provide a holistic and comprehensive view of the quality of social welfare service delivery from a national level down to household level.

1. DATA COLLECTION PROCESS

Provision is made for data collection on line as well as through printed questionnaires. The on line method is preferred because of the time and cost effectiveness. Coordinators and managers should motivate social service practitioners and ensure optimal use of this method. The data collection process will have three main phases:

1.1 Phase 1: Preparation (April – 15 August 2012)

During the phase the following were the main activities:

- Establishment of a database of potential participants, this includes all service points of DSD; Other government departments and NGO's. ***(Districts, departments and NGO's who have not yet submitted this information should contact the project manager urgently – contact details at the end of the document).***

- Identification of number of managers; supervisors and different social service practitioners.
- Preparation of data collection tools. This involved the following:
  - Develop and verify indicators
  - Develop and verify data collection tools
  - Upload data collection tools online
  - Print manual data collection tools
- Preparation of national; provincial and regional/district coordinators. This was facilitated through written communication; the workshop; coordinators' meeting and the development of guidelines.
- Preparation for the online data completion
  - Approval of data collection tools
  - Capturing of data collection tools on the online system
- Preparation for the manual completion
  - Print and distribute printed data collection tools (September 2012)

1.2 Phase 2: Completion of online data collection tools (15 August 2012 – 15 September)

The on line data completion will follow these steps:

- **Step 1** – Project team distributes information on the online questionnaires by e-mail to identified National; Provincial and Regional/District coordinators of the DSD; other government departments and NGO's (15 – 22 August 2012).
  Direct e-mails will also be sent to all e-mail addresses at the disposal of the project team.

- **Step 2** – National, Provincial and Regional/District coordinators identify appropriate persons to complete each of the questionnaires.
  - DSD - District Coordinators must identify the participants for each of the questionnaires according to the detail guidelines for each questionnaire.
  - Other government departments – National and provincial coordinators must identify the participants for each of the questionnaires according to the detail guidelines for each questionnaire.
  - NGO's – National and provincial coordinators must identify the participants for each of the questionnaires according to the detail guidelines for each questionnaire.
- **Step 3** – National, Provincial and Regional/District coordinators inform appropriate persons, as spelled out in the methodology, to complete each of the questionnaires.

- It is recommended that the coordinators forward the e-mail they have received with the attachments to all participating individuals through internet or intranet. If this is not possible, other existing means of communication must be used.
- The communication must clearly indicate **who** must complete what questionnaire and provide the links to the questionnaires.
- Coordinators must facilitate/ensure access to computers and internet within the districts. The consultant must be informed urgently where this is impossible in order for alternative arrangements to be made.
- A reasonable target date for completion should be negotiated within the overall time frames of the project (End date for online completion – 15 September 2012).
- National and provincial coordinators may post the table with the links and a notice on available websites.

➢ **Step 4** – Completion of questionnaires

- Participating individuals, as identified in the methodology, must ensure that they know which questionnaire/s they have to complete by reading the detail guidelines for each questionnaire in this document.
- If the links are received by e-mail, the participant needs to put the cursor on the relevant link and double click. The questionnaire will open and systematically guide the participant through the completion. Repeat this process for each questionnaire that must be completed. You can also access it from the links below.

Questionnaire	**To be completed by**	**Link to questionnaire**
Organisation Questionnaire	Managers of Social Welfare Services	http://www.research.net/s/DSDSWOQ158
Supervisor Questionnaire	Supervisors of Social Service Practitioners	http://www.research.net/s/DSDSVQ158
Supervisor—Practitioner Questionnaire	Supervisors of Social Service Practitioners	http://www.research.net/s/DSDSVPQ158
Practitioner Questionnaire	All Social Service Practitioners who render a direct service to beneficiaries	http://www.research.net/s/DSDPQ158
File Review Questionnaire	Managers and/or Supervisors of Social Service Practitioners	http://www.research.net/s/DSDFRQ158
Office Questionnaire	Social Service Managers or the most senior Social Service Practitioner in an office or building	http://www.research.net/s/DSDSOQ158

- If the participant receives the links in written printed format, access the internet and type the link the top left as the web address. The questionnaire will open and systematically guide the participant through the completion. Repeat this process for each questionnaire that must be completed.
- Completion will be monitored and progress will be communicated to coordinators on a weekly basis to enable coordinators to follow up with participants who have not completed.
- Reminder e-mails will be sent weekly by the project team.

1.3 Phase 3: Support workshop (4 September – 15 October 2012)

Support workshops will be conducted in locations identified per province according to the schedule which will be communicated by the Directorate Service Standards. The workshops will provide an opportunity to complete questionnaires online and to prepare for the manual questionnaires. The following is required for these workshops:

- Participating individuals must know which questionnaires they have to complete.
- Participating individuals must ensure that they have all the information available from their offices to be able to answer the questionnaire and take it with to the workshop; this will include the sampled files for the file review if needed.

1.4 Phase 4: Completion of paper-based collection tools (September – October 2012)

The manual data completion will follow these steps:

- **Step 1** – Project team determine the numbers of participating individuals who did not complete the questionnaires online. Manual questionnaires will be delivered during the support workshops.

- **Step 2** – National, Provincial and Regional/District coordinators identify persons who still need to complete each of the questionnaires.
  - Coordinators in collaboration with the project team will ensure that manual questionnaire is delivered to or fetched by the persons who still need to complete it.
  - A reasonable target date for completion should be negotiated within the overall time frames of the project (End date for manual completion – 30 October 2012).

- **Step 3** – Prepare a deposit box per office
  - Managers must prepare a deposit box (a photocopying box with the lid sealed to the box and a narrow slit cut in the lid is ideal) for each office.

- **Step 4** – Completion of questionnaires
  - Participating individuals must ensure that they know which questionnaire/s they have to complete by reading the detail guidelines for each questionnaire in this document.
  - Participants must complete their own questionnaire.
  - Reminder e-mails will be sent weekly by the project team.
  - The completed questionnaire must be placed in the deposit box.
  - All deposit boxes must be delivered to or fetched by the district coordinators from where it will be collected by the project team.

2. DATA COLLECTION METHODOLOGY

This document, however, provides broad, in-principle methodologies for each of the ten data collection tools. These will be addressed in descending order of level, starting at the national DSD office:

- National DSD Questionnaire
- SACSSP Questionnaire
- Provincial DSD Questionnaire
- Manager Questionnaire
- Service Office Questionnaire
- Supervisor Questionnaire
- Supervisor-Practitioner Questionnaire
- Practitioner Questionnaire
- File Review Questionnaire
- Beneficiary Questionnaire

The first eight questionnaires are completed for the entire population of respondents, as described in the methodology. The last two questionnaires require sampling, requiring careful preparation of those responsible for the sampling at service provider level.

All questionnaires, except the first three, are channelled through the Provincial and Regional/District coordinators and social service managers. Managers need to determine the numbers (and in some cases the names and locations) of supervisors, practitioners and beneficiaries, to ensure optimal participation and to project the number of printed questionnaires required.

2.1 National DSD Questionnaire

- **Purpose**. The purpose of the National DSD Questionnaire is to collect data on norms concerning the role of the national DSD office in directing and guiding social welfare service delivery, specifically: the establishment of the National Advisory Board for Social Development, the development of various guidelines or models (for funding, human resources, infrastructure and security), the establishment of databases (for policies and legislation and social welfare research), and the establishment of national social services (a website, call centre and early warning system).

- **Sample**. No sampling is required as only the Deputy-Director General for Welfare Services at the national DSD office will be responsible for the completion of this questionnaire. This individual would sign off on the completed questionnaire, but would be free (and indeed encouraged) to source information from other role players at the national DSD office.

- **Data Collection Procedure**.
  - The Director of the Directorate Service Standards should contact the DDG and request completion of the questionnaire. The DDG should be briefed on the purpose and approach to the Readiness Assessment.
  - An e-mail with the link to this questionnaire will be sent to the DDG with a reasonable target date for completion.
  - A reminder e-mail should be sent a few days before the target date, if not completed.

2.2 SACSSP Questionnaire

- **Purpose**. The purpose of the SACSSP Questionnaire is to collect data concerning two norms, viz a norm concerning the establishment and maintained functioning of the SACSSP and a norm concerning professional conduct. The first norm can best be answered by the SACSSP directly. Aspects of the second norm can and are addressed at service provider level, but only the SACSSP is in a position to report on formally reported cases of professional misconduct.

- **Sample**. No sampling is required as only the Registrar of the SACSSP will be responsible for the completion of this questionnaire. The Registrar would be free (and indeed

encouraged) to source information from other role players at the SACSSP, but would be the one to sign off on the completed questionnaire.

- **Data Collection Procedure**.
  - The Director of the Directorate Service Standards should contact the Registrar and request completion of the questionnaire. The Registrar should be briefed on the purpose and approach to the Readiness Assessment.
  - An e-mail with the link to this questionnaire will be sent to the Registrar with a reasonable target date for completion.
  - A reminder e-mail should be sent a few days before the target date, if not completed.

2.3 Provincial DSD Questionnaire

- **Purpose**. The purpose of the Provincial DSD Questionnaire is to collect data concerning those norms that relate to the function of the provincial DSD offices. These norms are related, in particular, to the planning, guiding and monitoring of social welfare services at provincial and district levels.

- **Sample**. No sampling is required as only the nine Provincial Chief Directors forWelfare Services at the provincial DSD office will be responsible for the completion of this questionnaire. This individual would sign off on the completed questionnaire, but would be free (and indeed encouraged) to source information from other role players at the provincial office.

- **Data Collection Procedure**.
  - Letters were addressed to the provincial HOD's to provide them with an overview of the project.
  - The Director of the Directorate Service Standards completed face to face engagement in five provinces and the other four are scheduled.
  - An e-mail with the link to this questionnaire will be send to the provincial Chief Directors Welfare Services with a reasonable target date for completion.
  - A reminder e-mail should be sent a few days before the target date, if not completed.

2.4 Organisation Questionnaire

- **Purpose**. The purpose of the Organisation Questionnaire is to collect data concerning those norms that relate to the functioning of social welfare service providers. This is, in many respects, the heart of the norms and standards and thus the Readiness Assessment; hence this is a very substantial questionnaire. The Organisation Questionnaire addresses the provider's alignment with national and provincial guidelines, strategic and operational planning, financial and human resource management, participation in district level welfare forums, the monitoring and evaluation of the provider's services, the design and development of the social service programme, the handing of documentation and data, adherence to ethics (including non-discriminatory practices and a human rights orientation), and the diverse provision of services to beneficiaries. Integrated throughout these topics is the theme of participation and collaboration between providers, beneficiaries, communities and other stakeholders.

- **Sample**. No sampling is required as a questionnaire should be completed for each management office by the social service/welfare managers responsible for the services rendered from one or more local social service office/s, also called a management office. The manager would sign off on the completed questionnaire, but would be free (and indeed encouraged) to source information from other role players at the management office/area. This does not refer to programme managers.

- **Definition.** A '**management office**' is defined as <u>a permanent point/s of service delivery, with a social services/welfare manager</u>. This has the following implications:
  - A provincial or national social welfare organisation, such as Child Welfare, should be broken down into **local** offices, such as Child Welfare Alberton. It is the manager at the local management office who would complete the Manager Questionnaire, not the manager or CEO of, in this example, Child Welfare national.
  - A local management office may have a number of satellite offices, where a practitioner is present for only a day or two per week. This satellite office is included in the definition of 'management office'.
  - Service delivery points that are established as a full time service for a **fixed period** are excluded from the definition. For example, a full time point of service may be established in a community for a specific project, with the intention that after a period of time, say a few months, the point will be closed or downgraded to a part time service. Such points, because they are not permanent, are excluded.

- The point of service delivery must have a **manager,** even if the manager does not sit in all the offices. Some organisations may have one office where the manager (and perhaps some practitioners) sits (which we refer to here as a 'management office'), together with one or more other 'service offices/points' (where only practitioners sit, rendering services, but not managing), with the manager managing the collection of offices. In such cases, the term 'management office' refers to this collection of offices, under the management of the one manager.
- This definition applies equally to DSD, other state department and NGO management offices.

➢ **Data Collection Procedure**.

- Provincial and district coordinators should identify each management office down to the lowest level. The easier way would be to identify social welfare managers who are responsible for the social welfare services in a specific area.
- The provincial or regional/district coordinator will send an e-mail with the link to this questionnaire will be send to the local level social service/welfare manager with a reasonable target date for completion.
- A reminder e-mail should be sent a few days before the target date, if not completed.

2.5 Service Office Questionnaire

➢ **Purpose**. The purpose of the Service Office Questionnaire is to collect data concerning norms that relate to the infrastructure of a point of service delivery, such as signage, furniture and equipment, information technology, security, and occupational health and safety.

➢ **Sample**. The individual completing the Organisation Questionnaire should be asked to identify the number and location of service offices under her/his management. One individual at each service office should be identified to take responsibility for the completion of this questionnaire for each of the offices. This individual should be the most senior person who sits at the service office, so that the questionnaire is completed by someone who has first-hand insight into the experience of that office. This individual would sign off on the completed questionnaire, but would be free (and indeed encouraged) to source information from other role players at the office.

➢ **Definition.** A '**service office'** is defined as <u>a permanent and full time point of service delivery on a single piece of land</u>. This has the following implications:

- The point of service delivery does **not need to have a manager** to qualify as a service office. Some organisations may have one office where the manager (and perhaps some practitioners) sits (which we refer to as a 'management office'), together with one or more other 'service offices' (where only practitioners sit, rendering services, but not managing). In such cases, the term 'service office' refers to each of these offices from which services are delivered.
- If services are rendered also from the **management office**, this qualifies also as a service office. Some management offices may not offer direct services, and thus do not constitute a 'service office'.
- A 'service office' may include **a room** where only a single social service practitioner sits, provided that office offers a permanent and full time social welfare service.
- A **social service complex** constitutes a single service office. For example, a children's home or old age home that comprises several buildings on a single piece of land is regarded as one service office. Similarly, if the social services in a hospital are distributed throughout the hospital (with social services rooms in different wards, for example) this is regarded as one service office, provided they are all located on a single piece of land.
- This definition applies equally to DSD, other state department and NGO service offices.

➢ **Data Collection Procedure**.

- The social welfare manager who completed the Organisation Questionnaire should identify the number and location of service offices under her/his management.
- The manager should identify the most appropriate individuals at each service office to complete the Service Office Questionnaire.
- The social welfare manager should send an e-mail with the link to this questionnaire to the most senior social service practitioner at a service office, with a reasonable target date for completion.
- A reminder e-mail should be sent a few days before the target date, if not completed.

2.6 Supervisor Questionnaire

➢ **Purpose**. The purpose of the Supervisor Questionnaire is to collect data concerning norms and standards about the provision of supervision to social service practitioners. These norms address the qualifications and experience of supervisors, the management context within which supervision is provided, and the supervision process itself.

- **Sample**. The social service/welfare manager completing the Organisation Questionnaire should identify the names and locations of supervisors under her/his management. The Supervisor Questionnaire should be completed by these supervisors.

- **Definition.** A 'supervisor' is defined as <u>any person who provides a supervisory service to a social service practitioner</u>. This has the following implications:
  - The 'supervisor' may or may not be an employee of the organisation. Supervisors may provide their services on a voluntary basis to an organisation.
  - The manager may also provide supervision and is thus regarded also as a 'supervisor'.
  - The person providing supervision may or may not be qualified to provide supervision. Regardless, if an individual is providing a supervisory service, they are regarded as a 'supervisor'.
  - A social worker may provide supervision to social auxiliary, community development or child and youth care workers – this social worker is thus also regarded as a 'supervisor'.
  - One supervisor may provide supervision to multiple management offices, in other words work report to more than one social services manager. In such cases, the Supervisor Questionnaire must be completed for <u>each management office</u>, since many of the questions concern the function of supervision within a management office (rather than questions only about the supervisor herself/himself).

- **Data Collection Procedure**.
  - The social welfare manager who completed the Organisation Questionnaire should identify the individuals who provide supervisory services at that management office.
  - The social welfare manager should send an e-mail with the link to this questionnaire to the most senior social service practitioner at a service office, with a reasonable target date for completion.
  - A reminder e-mail should be sent a few days before the target date, if not completed.

2.7 Supervisor-Practitioner Questionnaire

- **Purpose**. The purpose of the Supervisor-Practitioner Questionnaire is to collect data concerning norms and standards about the performance of social service practitioners. These norms address issues of self-management, reflective practice and team work. Practitioners may lack the objectivity and emotional distance to adequately answer

questions about these aspects of their performance. Therefore, supervisors are requested to complete this questionnaire for each of the practitioners whom they supervise.

- **Sample**. The social service/welfare manager completing the Organisation Questionnaire should identify the names and locations of supervisors under her/his management. These supervisors should complete a Supervisor-Practitioner Questionnaire for each practitioner under their supervision. Thus, if one supervisor supervises five practitioners, s/he should complete five Supervisor-Practitioner Questionnaires.

- **Definition.** A 'supervisor' is defined as <u>any person who provides a supervisory service to a social service practitioner</u>. This has the following implications:
  - The 'supervisor' may or may not be an employee of the organisation. Supervisors may provide their services on a voluntary basis to an organisation.
  - The manager may also provide supervision and is thus regarded also as a 'supervisor'.
  - The person providing supervision may or may not be qualified to provide supervision. Regardless, if an individual is providing a supervisory service, they are regarded as a 'supervisor'.
  - A social worker may provide supervision to social auxiliary, community development or child and youth care workers – this social worker is thus also regarded as a 'supervisor'.
  - An experienced social auxiliary worker may provide supervision to a junior social worker and thus is regarded as a 'supervisor'.

- **Data Collection Procedure**.
  - The social welfare manager who completed the Organisation Questionnaire should identify the individuals who provide supervisory services at that management office.
  - The social welfare manager should send an e-mail with the link to this questionnaire each social service supervisor, with a reasonable target date for completion.
  - These supervisors should complete a Supervisor-Practitioner Questionnaire for each practitioner under their supervision.
  - The supervisor should regard the questionnaire as confidential, and not feel obliged to share her/his assessments of practitioners with the practitioners or with management.
  - A reminder e-mail should be sent a few days before the target date, if not completed.

2.8 Practitioner Questionnaire

- **Purpose**. The purpose of the Practitioner Questionnaire is to collect data concerning norms and standards relating to the work of social service practitioners. These norms address the practitioner's qualifications and registration, receipt of practice guidelines, access to resources, experience of management, involvement in research and development, exposure to training, delivery of social welfare services, and experience of supervision.

- **Sample**. The social service/welfare manager completing the Organisation Questionnaire should identify the names and locations of social service practitioners, both full time and part time, under her/his management. Each practitioner should complete the Practitioner Questionnaire.

- **Data Collection Procedure**.
  - The social welfare manager who completed the Organisation Questionnaire should identify the practitioners who provide social welfare services under the auspices of that management office.
  - The social welfare manager should send an e-mail with the link to this questionnaire to all social service practitioners at all service offices, with a reasonable target date for completion.
  - A reminder e-mail should be sent a few days before the target date, if not completed.

2.9 File Review Questionnaire

- **Purpose**. The purpose of the File Review Questionnaire is to collect data on norms and standards that refer to direct services and file administration. These norms focus primarily on the adequacy of the helping process (intake, assessment and planning, intervention, evaluation and termination), as well as the extent to which therapeutic services are provided to individuals and groups, the adequacy of file administration, and the practitioner's approach to service delivery.

- **Sample**. It is neither feasible nor necessary to review all service files. Instead, a sample of files should be drawn, using the following sampling procedure for each service office:
  - **Every social service practitioner** (they will also complete the practitioner's questionnaire) must draw up a list of their service files for beneficiaries served

during the **previous three months**, even if the file is now closed. (A service file can include case work, group work and community work – all social services to any type of beneficiary should be included.)

- A separate list must be drawn up for case, group and community and closed files, i.e. four lists. The list should be in a convenient order (alphabetically or numerically).
- The manager or supervisor identified by the social welfare manager to do the file review for the specific office will randomly request files indicated below from each practitioner per office.

Case work	2 open and 1 closed file per social service practitioner per office
Group work	1 open and 1 closed file per social service practitioner per office
Community work	1 open and 1 closed file per social service practitioner per office
If one/two of the methods are not practices by the social service practitioner, add the number of open files of that method to the number of the method/s that is practiced. Example, a social service practitioner only does community work – then it will include the 1 open and 1 closed for community work plus 2 plus 1 because no case and group work are done.	

➢ **Data Collection Procedure**.

- The social welfare manager who completed the Organisation Questionnaire should identify the practitioners who provide social welfare services under the auspices of that management office.
- The manager should request each social service practitioner to prepare the list of all service files. (A service file can include case work, group work and community work – all social services to any type of beneficiary should be included.)
- The manager should identify other managers and supervisors in the management office/area and request them to do the sampling of the files per service office.
- The managers should allocate other managers and supervisors to another office than their own service office to conduct the file reviews.
- The social welfare manager should send an e-mail with the link to this questionnaire to all identified managers and supervisors to complete for each selected file per service office, with a reasonable target date for completion.
- A reminder e-mail should be sent a few days before the target date, if not completed.

2.10 Beneficiary Questionnaire

- **Purpose**. The purpose of the Beneficiary Questionnaire is to collect data concerning the norms and standards that concern the experiences of service delivery by beneficiaries. These norms relate to the information beneficiaries receive, their experience of the social service practitioner, their experience of the service provider as a whole, and the accessibility of the office.

- **Sample**. It is neither feasible nor necessary to collect data from every beneficiary of a service provider. Instead, a sample of beneficiaries should be drawn, using the following sampling procedure:
  - Rather than sampling beneficiaries, it is more convenient (and common practice) to sample a time period, in this case a week.
    - A 'week' is defined as a seven day period, starting on a Monday and ending on a Sunday (if services are provided over weekends).
    - The 'week' should preferably not include a public holiday, so that a full five working days of data are available.
  - The provincial and district managers may select from week 1, 2 or 3 in October 2012.
  - Within this week, ALL beneficiaries who receive a social welfare service must be requested to complete the Beneficiary Questionnaire.
    - A 'beneficiary' is defined as any individual receiving a social welfare service, whether that is a case work, group work or community work service.
    - For example, if an action committee meeting is held, the members of the committee who attend that week's meeting should complete the questionnaire. If a bead making group meets, the members of the group who attend that week's meeting should complete the questionnaire. If a family is seen for family counselling, every member of the family who attends that week's counselling session should complete the questionnaire.
    - As far as possible, no beneficiary should be excluded.
  - Where the service is to beneficiaries in a residential facility, a 5% sample of all the beneficiaries in the facility during the selected week should complete the questionnaire. This will require that the social service practitioner responsible for services in the facility calculate 5% of the total number and then randomly request that number of beneficiaries to complete the questionnaire during that week.
  - If the beneficiaries involves large groups, e.g. in a community, the same sampling method should be used.

- **Data Collection Procedure**.
  - The social welfare manager who completed the Organisation Questionnaire should provide an estimate of the number of beneficiaries served per week.
  - Centrally printed copies of the Beneficiary Questionnaire will be provided to the manager, based on these estimates.
  - During the identified week, ALL beneficiaries who receive a service should be requested to complete the questionnaire.
  - The questionnaires will also be available on line and could be completed online by the beneficiary if the office has an internet capability.
  - Beneficiaries may need assistance with completing the questionnaire:
    - If beneficiaries require assistance, another member of staff (but <u>not</u> the practitioner who provided the service to the beneficiary) may assist either with the paper based or the online questionnaire.
    - As far as possible, assistance with completion of the questionnaire should be provided by community peers, and not by members of the organisation. For example, volunteers from the community could be requested to be available for the week to assist with completing questionnaires, as required. At group meetings, members of the group could assist other group members to complete the questionnaire and parents could assist their children.
    - Single copies of the questionnaire in a range of other languages will be provided to each office to assist with translation, if beneficiaries do not understand the English version.
    - Children, those with visual impairments or those who are non-literate may need assistance.
    - Where possible, children should be assisted by their parents or guardians.
    - Children who are not yet of school going age should NOT complete the questionnaire.
    - Beneficiaries with mental disability should only complete the questionnaire if their mental functioning is of a school going age or higher.
- Completed questionnaires should be deposited in a box (a photocopying box with a narrow slit cut in the lid is ideal) so that beneficiaries feel that their responses will be handled anonymously.
- Staff members at the office should NOT read the completed questionnaires.

3. SUMMARY OF TASKS AND EXPECTATIONS

The key tasks and expectations of the various role players in the provinces and districts is summarised in the table below.

ROLE PLAYER	TASKS AND EXPECTATIONS
Provincial and Regional/ District Coordinators	Identify social service/welfare managers according to definition of a management office
	Send all information to social service/welfare managers
	Monitor completion of questionnaires
	Help with distribution of manual questionnaires
	Help with collection and submission of manual questionnaires
	Render support to facilitate computer and internet access amongst different offices; departments and with NGO's
Social Welfare Managers	Complete Organisation Questionnaire
	Identify supervisors
	Distribute Supervision; Supervisor-Practitioner Questionnaire to supervisors and monitor completion
	Identify service offices
	Allocate the completion of the Service Office Questionnaire to a senior practitioner in the office
	Distribute Supervision; Supervisor-Practitioner Questionnaire to supervisors
	Request all practitioners to compile alphabetic or numeric list for case files; group files; community files and closed files of the last three months
	Identify managers and supervisors to help with file reviews
	Allocate managers and supervisors to service offices to conduct the sample of the service files
	Distribute the File Review questionnaire to the identified managers and supervisors and monitor completion
	Distribute the Practitioner questionnaire to all social service practitioners and monitor completion
	Get a projection on the number of beneficiaries who receive a service per week
	Select the week for the beneficiaries survey with the Provincial or Regional/District coordinator
	Work with the Regional/District coordinator to distribute manual questionnaires
	Monitor completion of questionnaires
	Help with collection of deposit box and deliver to Regional/District coordinator
Social Service Supervisor	Complete Supervisor Questionnaire
	Complete Supervisor Practitioner Questionnaire
	Assist in the sampling of Service Files
	Complete File Review Questionnaire
Practitioner	Compile Service lists for case; group; community and closed files
	Complete Practitioner Questionnaire
	Complete Service Office Questionnaire
	Sample 5% of beneficiaries in residential facilities or in large groups and request them to complete Beneficiary Questionnaire

Beneficiaries	Complete Beneficiary Questionnaire
Admin Staff	Prepare Questionnaire deposit box per office
	Provide support to beneficiaries in completion of questionnaire

4. MONITORING AND SUPPORT

The monitoring and support is essential to ensure the success of the process. It will be collaboration between the project team and the provinces and districts, including DSD; other government departments and NGO's.

A key factor impacting on the optimal completion on line is access to computers and internet. Social Welfare managers and Regional/District coordinators have a critical role to ensure sharing of resources and access by using community resources such as the Thusong centres. In order to facilitate online completion District managers need to communicate challenges in specific areas to the project team in order to explore alternatives.

The first line of monitoring and support is the district and provincial coordinators of the DSD, other department and NGO's. These coordinators should ensure that communication from the project team is distributed to all service offices and staff in their region/district.

The second line of monitoring and support will be provided by the project team. Monitoring of progress with completion will be done by the project team with weekly feedback to coordinators. Coordinators and the project team will follow up in district where progress is slow. All queries will be addressed to the project manager, Mr Schenck for follow up. A team of consultants is available and will address challenges as referred to them by the project manager. Support will be by telephone and e-mail.

The third line of support will be through workshops in the provinces, aimed at enabling more participants to complete questionnaires online and to clarify any questions that they are experiencing. It will also provide an opportunity to distribute and help with the completion of the manual questionnaires where it is required and for the beneficiary survey.

Finally the project team will ensure that all questionnaire deposit boxes are collected from the regional/district coordinators.

5. CONCLUSION

This is indeed a national project executed on local level, which will provide a clear picture of the current status of social welfare services in relation to the generic norms and standards. It however

required the commitment and collaboration of all stakeholders in the sector to be successful. This outcome will provide sufficient data to inform an improvement plan for social welfare services.

Further inquiries on the project can be made with Ms I Sekawana and Ms G Rapoo at the telephone numbers 012-312 7352/7755 or e-mail Isabella.Sekawana@dsd.gov.za and Galeboer@dsd.gov.za.

or

Contact Ferdi Schenck — 082 452 0191 and Elaine Harrison—0845042199 or send an e-mail to info@chiastolite.co.za for any queries on the data collection process and capturing.