A NEEDS ASSESSMENT FOR AN EMPLOYEE ASSISTANCE PROGRAMME (EAP) FOR THE DEPARTMENT OF WATER AFFAIRS AND FORESTRY IN THE NORTHERN PROVINCE

by

NADENE JOY BELL

submitted in fulfilment of the requirements for
the degree of

MASTER OF ARTS IN SOCIAL SCIENCE

in the subject

SOCIAL WORK

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: MS. M.G. MAKONDO

JOINT SUPERVISOR: PROF. W.F. VAN DELFT

JANUARY 2003

Student Number: 551-459-2

I declare that ' A NEEDS ASSESSMENT FOR AN EMPLOYEE ASSISTANCE PROGRAMME (EAP) FOR THE DEPARTMENT OF WATER AFFAIRS AND FORESTRY IN THE NORTHERN PROVINCE' is my own work and that all sources that I have used or quoted have been indicated and acknowledged by means of complete references.

njBell
....
SIGNATURE
(MRS. NJ BELL)

3 January 2003
....
DATE

★   **The exact wording of the thesis title as it appears on the copies of your dissertation, submitted for examination purposes, should be indicated.**

Acknowledgements

I would like to acknowledge with grateful thanks:

- My supervisor, Ms Gladys M. Makondo, for her guidance and encouragement.

- Prof. van Delft for guiding me in how to begin the research process.

- Department for International Development (DFID) of the Government of the United Kingdom, represented by Adie Vienings, who had the vision to fund this project and who encouraged me throughout the process.

- My employer, the Department of Water Affairs and Forestry (DWAF): Northern Province - in particular the following individuals who made this research possible and supported the establishment of an EAP for the department all the way:

  - The Chief Director, Mr. Matukane and his management team

  - The Head: Institutional and Social Development: Ramaano Masibigiri

  - The Chairperson: Transformation Forum and his team: Simon Mpamonyane

- The HIV /AIDS Co-ordinator, my colleague and friend: Mrs. Morongoa Ramphele

- The DWAF employees of the department who so willingly participated in the research

Summary

The aim of the study is to design a needs assessment data collection instrument; administer it to a representative sample of employees in the department; and to analyze the findings in order to make recommendations regarding the design of an Employee Assistance Programme (EAP) for the Department of Water Affairs and Forestry (DWAF) in the Northern Province.

The literature review concentrates on the design and application of needs assessments for EAPs.

A data collection instrument, the SAGENA was designed, piloted and then translated into the major languages spoken by DWAF employees in the region, and content is given.

Out of the total population of 7,381 employees, a stratified, random sample of DWAF employees was selected for the study. A total of 550 employees completed the questionnaire, which represented a 7,45% sample with a 93% response rate.

The findings showed that 97% of employees felt that an EAP would have a positive impact on their well-being and work performance. The majority said they would use counselling for themselves (71%) as well as for referring colleagues and subordinates (67%). The most prevalent problems (financial problems, retrenchment, retiring and HIV fears etc.) and least prevalent problems of employees are reported in the study as well as employees' preferences for various forms of EAP services. Finally recommendations are made regarding the design of an EAP for DWAF: Northern Province.

Key Terms

Employee Assistance Programme, Needs Assessment, employee well being, job performance, felt needs.

Table of Contents

Chapter 3

EAP Needs Assessment Design and Methodology

Chapter 4

EAP Needs Assessment Findings

Chapter 5

Conclusion and Recommendations for an EAP

List of Tables

Tables showing general findings regarding:

Tables showing comparisons and correlation between various sub-groups:

Appendices

Chapter 1

Introduction

1.1 Introduction

This study assesses the felt needs and preferences of a representative sample of the 7,381 employees of the Department of Water Affairs and Forestry (DWAF) in the Northern Province in relation to their personal problems and stresses. The purpose of the study is to lay the foundation for the possible design and implementation of an Employee Assistance Programme (EAP) for the employees of DWAF in the Northern Province.

1.2 Statement of the Problem

The National and Northern Province Management of DWAF, as well as the DWAF Transformation Forum in the Northern Province, believe that a number of DWAF employees are impaired by personal problems they may be dealing with (DWAF, 2000). These problems appear to impact negatively on the social functioning and work performance of the employees, with the result that DWAF's service standards, in terms of the *Batho Pele* programme, are not being achieved. In the researcher's view, an EAP is one vehicle for addressing this performance problem and as such a Needs Assessment aimed at informing the design of a possible EAP is the initiation of one response to this problem.

The above comments are based on subjective perceptions of the researcher and other members of management and the Transformation Forum. DWAF does not in fact know:

(a) How many employees are affected by personal problems;

(b) Precisely what these personal problems typically are; nor

(c) How best to meet the needs of these employees in a short-term, effective manner so that their work performance can improve.

1.3 Background to the Study

DWAF is a national department under the political control of a cabinet minister with approximately 29,000 employees countrywide. DWAF in the Northern Province employs around one quarter of this total figure, i.e. 7,381 employees.

Within DWAF nationally and in the Northern Province, there has, traditionally, not been a section or programme that deals with employee's personal concerns. The Department has focussed on the provision of bursaries and other capacity-building opportunities for staff as well as the typical benefits that all public servants qualify for, e.g. medical aid, pension schemes, 13th cheque, etc.

The need for an EAP has, however, recently been recognized due to a number of challenges facing DWAF with respect to its employees. These challenges include the HIV/AIDS epidemic and also the prospect of large numbers of employees needing to be transferred to local governments (and some possibly having to be retrenched). Transfers and retrenchments need to be implemented in order to downsize and restructure the department in line with the requirements of the *National Water Act* and the *Water Services Act*. Managers have also recently become aware of many employees facing financial problems and indebtedness to micro-lenders.

When the EAP concept was first proposed in July 2000, DWAF's national Management Committee (MANCO) felt that it should form part of the Transformation Directorate's functions. Subsequently, however, the EAP concept has been allocated to the Chief Directorate: Human Resources in the national office to develop and implement in line with inputs made by various stakeholders who wished to see the EAP as a mainstream function and not an interim, short-term programme.

2

The EAP now falls under the Deputy Director: Organisational Development in the Head Office. A presentation was made to MANCO requesting permission to conduct a needs assessment for an EAP in the Northern Province. This request was approved by MANCO, and the present needs assessment might be extended to the other eight provinces and the Head Office employees. This programme is viewed as necessary for the whole department as a way to show social concern for employees and to maximize their job performance and ultimately improve service delivery (DWAF 2000b).

More recently, DWAF's head office has become aware that the Department of Public Service and Administration has recommended that all government departments introduce EAP services for their staff. In addition, the Office of the Premier in the Northern Province has also appointed a Deputy Director: EAP who is attempting to co-ordinate the development of EAPs in all the provincial departments.

The researcher is a middle manager within DWAF: Northern Province who is actively involved on the regional transformation forum and who has been involved in EAP initiatives in the NGO sector previously. Involvement in formulating the inter-departmental, government HIV/AIDS policy framework in the region, led to the recognition of the need for EAPs in all government departments as an umbrella programme to address a variety of personal concerns and stresses including, but not limited to HIV/AIDS, in a co-ordinated manner.

1.4 Aims and Objectives

This study aims, in general, to assess the felt needs and preferences of a representative sample of DWAF employees in the Northern Province for the purpose of designing and implementing an EAP.

More specifically, the objectives of this study are thus to:

(a) Review the literature on EAP needs assessments in order to develop an understanding of the various ways in which EAP needs assessments can be designed and to choose the most appropriate format for the present research context;

(b) Design, pilot, and translate a South African Government Employees Needs Assessment (SAGENA) data collection instrument;

(c) Collect data from a representative sample of DWAF employees at all 30 paypoints throughout the province using the revised version of the SAGENA; and

(d) Analyze the data in such as way that the findings can inform the future design and implementation of an EAP.

1.5 Research Question

This study thus seeks to investigate answers to the following question:

> How many DWAF employees are affected by personal problems, what exactly are these problems, and how would the employees prefer to have these needs met in a work-based context?

1.6 Research Design

This study utilizes a cross-sectional, descriptive survey approach as outlined by Babbie (1990: 51 – 56). It surveys the felt needs, personal problems and preferences of a stratified, random sample of DWAF employees in the Northern Province in relation to psychosocial services. The rationale for choosing this approach is outlined later in this document (see section 3.4).

4

1.7 Assumptions of the study

This study makes the following assumptions and will use the results to examine whether they are valid or not:

(a) That a significant proportion of the total employees of DWAF in the Northern Province experience personal problems that impact negatively on their work performance;

(b) That these problems include finances, HIV/AIDS, transfer and retrenchment, alcohol and drugs, and family, marriage and child problems; and

(c) That the majority of DWAF employees in the Northern Province would like to address their problems in a work-based context by making use of the services of an EAP.

1.8 Limitations of the Study

This research study has, by virtue of its design and methodology, certain limitations. First, a comprehensive needs assessment should include three components, namely:

(a) *A needs assessment* of the client/beneficiaries of the intended programme;

(b) *A resource assessment* of the human, financial and logistical capacity of the organization that will offer the intended programme; and

(c) *A constraints assessment* of the limitations and obstacles that could impact negatively on the intended programme.

This study focuses on the first of these three components, namely a needs assessment of the client/beneficiaries, since it is intended that the national head office of DWAF will address the other two components through its organisational development office.

Second, the needs assessment was originally intended to be conducted with a sample of 590 DWAF employees (an 8% sample), but due to a response rate of 93%, about 40 respondents were not included. However, the final sample of 550 respondents (a 7.5% sample) is still sufficient for conclusions to be drawn with a 95% level of confidence within a ±4% margin of error.

Third, as with all survey research that relies on respondents' self-report, this study is also limited by the fact that the completeness and truthfulness of answers provided by respondents can never be verified. Self-reports are potentially invalid and unreliable for four reasons, namely:
(a) Some respondents fail to understand a question;
(b) Some respondents fail to recall an answer accurately;
(c) Some respondents are unsure and indecisive about certain answers; and

(d) Some respondents are dishonest, and may give responses that are 'safe' or socially appropriate but not true about themselves (Ellis, 1994: 187 - 189).

Fourth, the piloting and revision of the SAGENA instrument was performed before it was translated into Sepedi, Xitsonga, Tshivenda and Afrikaans. This was done due to the need to contract external translators, and the financial constraints within which the needs assessment was conducted did not allow for translations of both the draft instrument and the final instrument.

Fifth, the SAGENA instrument does not include any questions specifically for disabled persons. This is because the payroll system currently used by DWAF's human resources does not have a code to indicate disability, so the estimated 0.02% of DWAF's employees in the Northern Province who are disabled according to the Employment Equity Plan, could not be identified and included in the sample (DWAF 2000a:15). The study did however inadvertently discover that two (2) employees who were selected for the stratified sample were disabled, though they were not interviewed as they were not at work during the survey period. This amounts to 0,33% of the selected sample being disabled. Further research needs to look into the possibility that there are more than 0,02% people with disabilities in DWAF: Northern Province and investigate whether their needs are appropriately accommodated in the workforce.

Sixth, the respondents in the sample were not asked to declare their willingness to participate in the study in writing through an informed consent form of the type ethically required for studies that are likely to place respondents at risk of harm (as specified in Section B4 of the American Sociological Association's Code of Ethics (Bailey, 1994:36). The respondents were told how they came to be selected for the study (i.e. the sampling procedures), that their participation was voluntary, and that, if they chose to participate, their responses are completely confidential. However, respondents only responded verbally to indicate if they wanted to participate in the study, not in writing. While this conforms to Sections B2 and B6 of the American Sociological Association's

Code of Ethics (Bailey 1994:536), this study could have used written consent forms.

Seventh, there is very little South African literature on EAP needs assessments. Meyer's (1994) study, i.e. an EAP needs assessment at a financial institution, is the only one reflected in the NRF's Nexus database. Also, the more modern Ph.D. study by Mamasela on an EAP needs assessment at Garankuwa Hospital is not yet published. However, these sources were supplemented by other South African EAP articles that evaluated the impact of EAPs (e.g. Padiachy 1996; Terblanche 1996) as well as several international EAP needs assessment studies.

1.9   Overview of the Dissertation

The first chapter of this dissertation provides an overview of the nature and scope of the study, as well as describing its limitations.

The second chapter reviews the relevant literature on the development of EAPs, EAPs in South Africa, procedures for needs assessments for EAPs, and the characteristics of successful EAPs.

The third chapter describes the rationale for the choice of the research design and the process followed in developing the data collection instrument for the needs assessment study. The chapter goes on to describe the research design and methodology followed in this study, including the development of the SAGENA, the administration of the SAGENA, the selection of a stratified random sample, and the data collection and analysis procedures.

The fourth chapter presents and discusses the general findings for the Northern Province as a whole, and compares these findings to the specific findings of sub-groups based on paypoints, age, gender, and occupational level.

The final chapter reviews the purpose, aims and objectives of the study, summarizes the main findings, evaluates the significance of the study, and proposes recommendations for the design and implementation of an EAP for DWAF in the Northern Province.

Note:

When this research was planned and implemented the name of the province was *Northern Province* and documents listed in the bibliography also carried Northern Province titles. However, during the later stages of writing up the dissertation, the province underwent a name change to *Limpopo Province.* Thus, in order to maintain historical accuracy, throughout this dissertation, the province is referred to as the *Northern Province.*

Chapter 2

Review of EAP and Needs Assessment Issues

2.1 Introduction

This chapter reviews the relevant literature on various aspects of employee assistance programmes. Firstly, the chapter summarizes the development of EAPs over the last century or so on an international level, and moves towards a definition of a modern EAP. Secondly, moving from the general to the specific, this chapter then deals with the more recent development of EAPs in South Africa, particularly in government departments. During this discussion, several aspects on which South African EAPs tend, or need, to focus are highlighted, such as financial problems, HIV/AIDS, job security, and employment equity.

Having established the general and specific contexts of EAPs in South Africa, the discussion moves on to a consideration of the factors involved in assessing the needs that an EAP should meet. This includes a discussion of the definition(s) of 'needs', the application of some insights into needs assessments that are drawn from education and applied in social work, the benefits of needs assessments to an EAP, and a discussion of the challenges of ensuring that a large-scale needs assessment includes a representative sample of rural employees in the lower job grades who usually need the EAP the most.

This chapter concludes by reviewing certain features that are associated with successful EAPs, both in South Africa and abroad. These features are related to the needs assessment reported in subsequent chapters in several ways, since some of them relate to the content of the questionnaire used to gather information on employees' needs and preferences for how their needs are met, while others relate to how the findings of the needs assessment are best implemented in an organisation. The rationale behind this discussion is that, for an EAP to be successful, it needs not only a valid and reliable needs analysis,

but also needs to inform an EAP programme design that is comfortable for the employees as well as a guide a credible strategic plan to implement the EAP in the organisation.

The information in this review is drawn from two different types of sources, namely the published literature on the one hand, and the unpublished internal information about DWAF that is available to the researcher. The researcher is an employee of DWAF in the Northern Province herself, and is a member of the general management team, the transformation team, and the interdepartmental HIV/AIDS task force. As such, she has access to specific information about DWAF and its employees, such as policy frameworks, management decisions, and human resource records that are relevant to this study. Where such unpublished information is cited, the reference of '(DWAF)', a year and a letter are used where more than one DWAF document is referred to in one year, to make it possible for the reader to link citations in the body and the bibliography. 'DWAF' documents within one year are listed in alphabetical order following the Harvard method (Burger 1992: 68). In addition, parts of personal interviews with some managers within DWAF are also quoted to indicate DWAF's approach to various issues.

2.2 Development of EAPs

EAPs, like all other programmes and work-based initiatives, have evolved significantly from their inception several decades ago to their present structure and form. The reason for this is clear – the nature of work and the work place environment have changed, making changes in work-based programmes essential.

Padiachy (1996:39-42) provides an overview of the historical development of EAPs. Important developments that he traces are as follows:

- In the nineteenth century, the unionization of the labour force in the United States and the growing impact of organized strikes on commerce co-incided with some companies providing various forms of assistance to their employees. This assistance included, for example, the provision of subsidized housing, safer working conditions, pension schemes, medical care, and educational and recreational facilities. This was later known as the advent of Welfare Capitalism, which came to an abrupt end with the great depression of the 1930s.

- From the great depression until World War II, minimal progress was made in the development of assistance for employees. After World War II, as the US economy prospered during the 1950s and 1960s, attention turned once again in the more affluent west to the needs of employees.

- Over time, employers began to realize that "troubled" employees caused financial liabilities due to absenteeism, accidents, damage to equipment, lowered productivity, and excessive use of medical or disability benefits. This recognition created the milieu for the development of occupational mental health.

- The early models of occupational mental health focussed initially on alcoholism, but, as other personal and emotional problems were identified, occupational mental health came to include a wider range of problems. The restricted focus of the earlier mental health approach has thus broadened into a programme offering whatever form of assistance employees require in order to be more content and productive.

The modern view of progressive employers is that their human capital is the most valuable investment their company can make. Gathercole (1992: 9) states that "people must ... become the primary source of value for a flexible, responsive and adaptive organization." In a similar vein, Langley (1999: 48), discussing the benefits of EAPs within companies, notes that EAPs can be

viewed as the maintenance division for "human machinery" and that it is often "more cost effective to repair rather than discard faulty assets." She further states that:

> Most employees need *minor repair*. Only a small percentage become liabilities. Liabilities can be disposed of and assets retained. Constructive confrontation, reality checks and modification through corrective action, which the EAP does, enhance productivity and organizational efficiency.

As such, the workplace has become an increasingly attractive and effective location for the delivery of programmes that offer clinical and practical forms of assistance to employees. Since the mid-1980s, such programmes have commonly become labeled Employee Assistance Programmes (Starker 1986: 21).

Over time, the focus of EAPs in South Africa and abroad has expanded from the initial clinical concerns to a more holistic perspective that includes both clinical services to individual employees and organizational services to groups of employees.

The clinical focus of earlier EAPs on the problems of individual employees is reflected in two definitions of EAPs formulated during the last decade. The first is the definition of the South African Chapter of the Employee Assistance Professionals Association (EAP-SA 1999: 4), which defines an EAP as:

> A work-site based programme designed to assist in the
> identification and resolution of productivity problems associated
> with employees impaired by personal concerns including but
> not limited to health, marital, family, financial, alcohol, drug,
> legal, emotional, stress, or other personal concerns which may
> adversely affect employee job performance.

The second is the definition of Berman *et al.* (1991:21), who view EAPs as programmes that:

> Provide confidential services to assess an employee's personal
> problem, link the employee to the most appropriate resource to solve
> the problem, and facilitate the transition of the employee back to his
> or her job.

Both of these earlier definitions assume that the need for change and adaptation, and hence the focus on EAPs, rests with the individual employee. However, in more recent years, Harper (1999:13) reviewed the development of EAPs in South Africa and found that, in addition to addressing employee's personal problems, many EAPs were also assisting employees in coping with the work environment and proactively addressing the issues of the day. These issues, in South Africa, include "affirmative action, transformation, restructuring, training and development and violence prevention". She noted the existence of a dual focus on the employee and the organization as the EAP client.

Taken together, both these clinical and organizational perspectives on the nature and scope of EAPs indicate a trend towards a more holistic and inclusive person-in-context approach to the understanding of EAPs that recognizes the three possible levels of involvement of an EAP in the dynamics of an organization:

- *The micro-level.* The provision of clinical services to individual employees;
- *The meso-level.* The provision of clinical services or preventative educational training to groups of similar employees, as well as the training of supervisors in early identification and referral techniques; and

14

- *The macro-level.* The development of employee-centered policies that impact on the organization as a whole.

In accordance with the above developments, this study follows Van Den Bergh's (2000:1) emphasis on a strength-based and solution-focused approach involved in multiple aspects of an organization's work culture and incorporates Harper's dual focus on the employee and the organization as the client of the EAP. These perspectives are incorporated into the following modified definition that the present study proposes and utilizes:

An Employee Assistance Programme is a work-site based programme, with a dual focus on both the employee and the organization, that is designed to assist in the:

(a) Identification and resolution of employees' personal problems that negatively impact on job performance, such as health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal concerns; and

(b) Development and implementation of employee-centered workplace practices, policy development and formulation, diversity and change management, and human resource development strategies.

EAPs are gradually evolving and broadening their scope as they seek to meet the needs of both employers and employees in a fast-changing society. Several models have been developed that outline the stages of development that EAPs may move through from the initiation of the service through to a fully developed programme.

One model developed by Googins (cited in Du Plessis 1999: 27 and Makondo 2000: 1) outlines five stages of development, namely:

(a) *'Welfare capitalism'*, that provides social work services with the aim of achieving a productive workforce in this stage;

15

(b) *'Personal problem orientation'*, which is a stage that is more concerned with the personal problems of employees with less of a focus on productivity;

(c) *'Service model'*, which is a stage during which the worker is provided with a more systemic, comprehensive service;

(d) *'Prevention'*, which is a model aimed at working proactively to prevent problems from developing; and the

(e) *'Organizational model'*, that works with the organization itself as the client system and beneficiary of EAP services.

Similarly, a second model developed by Osawa (cited in Du Plessis 1999: 27 and Makondo 2000: 2) describes four stages of programme development, namely:

(a) *Single service orientation* – Within this stage, the social worker addresses discrete problem areas such as alcohol abuse usually with a remedial treatment approaches;

(b) *Comprehensive services* – As the name suggests, the worker addresses a wide range of psychosocial stressors, includes families and groups and also conducts preventative initiatives;

(c) *Organizational intervention* – This stage shifts the focus to the organization and views people primarily as employees functioning within a specific work context; and

(d) *Community building* – This last stage endeavors to facilitate work-place democracy. It aims to share decision-making so that employees can enjoy meaningful participation and influence within their work places.

Whilst the specific forms of service covered in these stages are not the focus of this research, the stages do assist in locating the type of focus currently found in South African companies.

With the modern and worker-friendly legislation currently in force in South Africa such as the *Basic Conditions of Employment Act* and the *Skills Development Act*, as well as the examples set by the Department of Public Service and

Administration, benefits and provisions that may now be regarded as 'basic' include access to medical care, employer's contributions to pension funds, professional training, and even housing and motor vehicle subsidies.

The implication of these advances is that EAPs are no longer concerned directly with the material issues that formed the first stage of EAP development (e.g. 'welfare capitalism'). Rather, the focus of modern EAPs is now more clearly on the later stages of development, specifically on providing clinical assistance to individual employees and organizational assistance to management and other groups of employees.

2.3 EAPs in South Africa

According to Gerber, EAPs were initiated in the private sector of South Africa in the 1980's, and had a focus on alcoholism and substance abuse in their early days (Gerber 1995:31). In government departments, however, EAPs are a newer concept. For example, DWAF nationally began planning for an EAP as late as February 2001. A proposal for the introduction of an EAP within DWAF (2001f: 2) on a national level written by the Human Resources Directorate of the department begins by acknowledging that

> Although people make the organization what it is, carrying with them the
> stress related to working in a competitive environment, very little
> attention is paid to their emotional and mental well-being".

The proposal for the establishment of an EAP (DWAF 2001f: 2) also states that " the design of the EAP is the beginning of the process of stakeholder involvement in the creation of an environment that will improve the quality of work life of employees ...

Later on the "Business Case for an EAP in the Department of Water Affairs and Forestry" (DWAF 2001a:1) drawn up by the Organizational Development Sub-directorate within DWAF, notes that

> ... issues such as HIV/AIDS, financial indebtedness to micro-lenders, and the traumatic effects of downsizing and restructuring of organisations, are becoming critical concerns for employees. Of these, HIV/AIDS is by far the most pressing problem, yet few programmes focus on this.

As alluded to above, the researcher has also noted that the recent interest in the EAP concept within government appears to have been prompted primarily by the HIV/AIDS pandemic and the need to develop a holistic response to it. For example, in 2000 the *Draft HIV/AIDS and Related Illnesses Policy for Government Departments* was drawn up by the Northern Province Interdepartmental Committee on HIV/AIDS (Northern Province Government 2000:1). It states that

> The Northern Province Government as an employer acknowledges the seriousness of the HIV/AIDS epidemic and accordingly is prepared to demonstrate concern and commitment to managing the HIV/AIDS epidemic within a comprehensive Employee Assistance Programme.

Since the concept of an EAP was not well understood at this time in the province, the policy goes on to elaborate what an EAP is:

> A comprehensive EAP refers to a management tool aimed at addressing a wide range of psycho-social difficulties ... which affect their employees work performance, through the provision of professional assessment, counselling and preventative education and appropriate referral services. (Northern Province Government 2000:3)

On a national level, DWAF began planning for an EAP in February 2001, whereas the Draft policy for HIV/AIDS was the culmination of a longer process that began earlier.

Thus, the Draft HIV/AIDS Policy signed by the Minister of Water Affairs and Forestry for circulation and comment in August 2001 makes it clear that the HIV/AIDS policy preceded the EAP in DWAF: In this policy, the section on counselling and support services notes that the department "recognizes the need for counselling and support to employees living with HIV/AIDS ..." and that it will, at some future date, "implement an Employee Assistance Programme, addressing among others, measures that can be taken by an employee to promote his/her own health status and to ensure a good quality of life irrespective of HIV status." (DWAF 2001b:4)

Once DWAF had recognized the need for an EAP, the focus was initially on work-site based clinical services to employees troubled by personal problems in accordance with the EAPA-SA definition quoted in the proposal (DWAF. 2001f:2). Later on however, as the needs in DWAF were considered further, the scope of the proposed EAP expanded to include the concept of team building and organizational consultation within DWAF on EAP related issues. These ideas are outlined in the "Business Case for an EAP for the department of Water Affairs and Forestry" (DWAF 2001a:3).

Although DWAF has entered the EAP arena very recently, other EAPs in South Africa have been developing rapidly, both in the private sector and public sectors (Gerber 1995: Harper 1999 and Mkhize 1999). DWAF can learn much from these experiences. One area of development is in the scope of EAP functions. For instance, Mkhize (1999: 62) suggests that it is not enough for an EAP to maintain only a narrow clinical focus. She is of the opinion that South African EAPs need to move beyond a purely clinical focus on employees' personal problems and move towards involvement in work-related problems, which are an expression of the work environment itself. In addition, programmes need to have a proactive as well as the traditional reactive approach to

employee assistance. EAPs are even well placed to be able to move into broader organizational development, transformation, and change management issues (Mkhize 1999: 65-68).

This is in line with the developmental, preventative and educational social service approach favored by government in the new South Africa (Du Plessis: 1999:21). Cost-effective programmes no longer focus exclusively on individual clients, but should move towards approaches that have relevance to the group or larger community.

Proactive strategies may include preventive and educational groups, training in areas such as relationship skills, communication and stress management. Proactive strategies can also include involvement in policy formulation, for example, on sexual harassment, team building, and change management (Du Plessis 1999:26).

Gerber (1995:3) notes that EAPs have gradually moved 'by degrees' into the field of organizational development and states that it seems that, in practice, EAPs and organizational development 'belong together by a natural force of gravity'. She notes that the transition from a clinical focus to a more holistic approach happened gradually since EAP practitioners have an in-depth knowledge of the organization and multilevel exposure to individuals and groups within the organization, and are thus ideally suited to identifying corporate developmental needs.

South Africa is, in many ways, a unique country. The social and economic profile of the country is quite different to the profiles of well-developed western democracies. This is a direct result of the colonial and apartheid history of unequal development in South Africa.

As a result, the needs of South African government employees are quite possibly different to the needs of private sector employees in the United States

several decades, been defined, investigated, quantified, and reported in the formal literature, and are well known, even in South Africa.

Though there is not a great deal of published literature on the specific problems that South African workers (particularly government employees) face, an indication was gained from a personal interview with Mamasela (2000). The preliminary findings of her EAP needs assessment study, which surveyed the staff of a large government hospital, indicate that issues such as HIV/AIDS and financial problems are likely to be prevalent.

As already noted in the *Business Case for an EAP in DWAF,* the organizational development sub-directorate in DWAF view HIV/AIDS, financial indebtedness to micro-lenders, and the traumatic effects of downsizing and restructuring of organizations as the major organizational issues likely to need attention within an EAP. These issues are thus discussed in more detail below (DWAF 2001a: 1).

In addition, the impact of the introduction of measures prescribed by the Employment Equity Act No. 55 of 1998, are discussed along with a few additional issues high-lighted in recent EAP journal articles.

2.3.1 Financial Problems

In South Africa, a recent unpublished EAP needs assessment conducted by Mamasela (2000) indicated a preliminary finding that employees' financial indebtedness (particularly to the *matšonisa* or 'loan sharks') was their greatest problem and hence training employees in personal financial management was the greatest need.

According to *Hlati-manzi,* the internal newsletter of DWAF (DWAF 2001c:3), the high levels of financial indebtedness have been known to lead to situations where employees receive no salary each month, or even a negative salary in

extreme cases. This is because the Persal personnel administration system used by all national and provincial government departments in South Africa allows for repayments of loans and court orders to be deducted directly from an employee's salary at source. Likewise, payments made to institutions that grant home loans or vehicle finance can also be deducted directly from employees' salaries. In some cases where the credit record of the employee is not particularly strong, the financial institution might in fact make direct deductions from source a condition of approving the loan. Magistrates courts in South Africa can also issue maintenance orders and garnishee orders that compel employers to deduct certain amounts from an employee's salary to pay for family or child maintenance, bad debts, etc.

The newsletter (DWAF 2001c: 4) goes on to warn employees that employees have been taking out loans from micro-lenders and signing salary deduction forms that allow the creditor to have direct access to their salaries before it is paid out. These micro-lenders charge the maximum rates of interest allowed under the Usury Act, such that a R 10,000 loan will eventually cost R 27,180 to pay back. Furthermore the newsletter states that the Human Resources Chief Directorate of DWAF estimates that at least 12,000 people, out of 29 000 in this Department, use micro-lenders for financial assistance. In fact the DWAF Finance Directorate at head office receives up to 800 garnishee orders per month, with some officials having up to five garnishee orders issued against them by different magistrates in one month.

This combination of salary deductions for hire purchase installments, insurance premiums, home and vehicle loan repayments, court orders, and payments to micro-lenders can add up to a crippling cycle of debt from which many employees struggle to escape.

2.3.2 HIV/AIDS

In South Africa, HIV/AIDS is also high on the list of needs addressed by EAPs. However, there are limited references to HIV/AIDS interventions in the EAP literature. There are two possible reasons for this. The first is that HIV/AIDS does not appear to be as prevalent in developed countries as it is in South Africa, and thus does not form a major focus area of international EAPs. The second reason is that the territory of EAPs in South Africa is still not clearly defined. As a result, other divisions within companies, such as training, communications, and occupational health, may be dealing with HIV/AIDS (Du Plessis 1999:32).

The Northern Province Government (2000:1) has seen the need to place HIV/AIDS programmes under the EAP umbrella, as the preamble to the *HIV/AIDS and Related Illnesses Workplace Policy for the Northern Province Government Departments* states:

> The Northern Province Government as an employer acknowledges the seriousness of the HIV/AIDS epidemic and accordingly is prepared to demonstrate concern and commitment to managing the HIV/AIDS epidemic within a comprehensive Employee Assistance Programme.

According to Herbie Smith, the Director of the AIDS Training, Information and Counselling Centre (ATICC) of Northern Province for an EAP to deal effectively with HIV/AIDS, it should offer a comprehensive range of services. Such services include pre-test counselling, longer-term clinical counselling for HIV positive employees (or referral to community resource for same), counselling of colleagues and supervisors, offering advice and assistance regarding the costs

and options of various medical treatments. Other factors to prepare for are changing AIDS sufferers' job descriptions to accommodate temporary or permanent transfer to lighter duties, negotiating severance benefits (i.e. whether termination is classified as ill-health, disability, or incapacity), and even child-headed households (Smith, H 2000).

2.3.3 Job Security

A very significant development in South Africa has been the *Batho Pele White Paper* announced by the Minister of Public Service and Administration in October 1997 (DPSA 1997:5). This programme aims at radically improving public service delivery and viewing the beneficiaries of government services as 'people' who must come 'first' requires major changes in the way government employees work. The white paper (DPSA 1997:12) notes that "cultural and managerial reforms are needed ' to change the public service from an "over-centralized, hierarchical, rule-bound system... which makes it difficult to hold individuals to account.'

Gladstone and Reynolds (1999:56) note that employees need to be able to make sense of the paradigm shift in employment contracts in the modern world. They note that there has been a shift away from the employer offering long-term benefits and job security in return for employees' work and loyalty. Employers now no longer offer long-term job security; they enter into working relationships with employees for as long as the employee's skills and expertise are needed, and they expect employees to take charge of their own careers and to move through their working lives independently.

This trend is apparent in South Africa, even in government. For example, with the very recent establishment of permanent local government (i.e. municipalities) in the place of the previous transitional local councils in South Africa in 1999, many areas of service delivery that were previously managed by provincial or national departments are now being transferred to the newly-

established municipalities in line with the decentralization aims originally outlined in the Constitution of South Africa. (South Africa 1996)

As the responsibilities for the delivery of these services is decentralized and transferred, so the provincial and national departments are downsizing their workforces while the municipalities are recruiting new staff, many of whom may enter into performance contracts that stress high standards of service delivery and accountability. This shift in responsibilities, personnel, and terms and conditions of employment creates concerns on the part of affected employees about transfers, job security, and retrenchment as mentioned in the proposal for the introduction of an EAP within DWAF nationally, written by the Human Resources Directorate of the department (DWAF 2001f).

More specifically, the Department of Water Affairs and Forestry in the Northern Province is presently facing a major transformational need related to the restructuring of the Department in line with the *National Water Act* of 1998 and the *Water Services Act* of 1997. This legislation requires the transfer of many functions to other water-related authorities such as municipalities, water boards and catchment management agencies.

The likelihood of some DWAF staff becoming *super-numerate,* in government terminology, or redundant, has been informally acknowledged for some time. This has not however been highlighted in official documents or publications, but the reality of this state of affairs is now embodied in a resolution of the Public Service Central Bargaining Council (PSCB) entitled *Framework Agreement: Transformation and Restructuring of the Public Service* (PSCBC 2002). This agreement clearly spells out what processes to follow and what type of severance benefits DWAF staff should obtain, where they are found to no longer have a function to perform and all other re-deployment and retraining options have been exhausted (PSCBC 2002:8-23).

World wide there is a need for employees to make sense of transformation processes which require them to be more capable, flexible, and responsive to changing needs in their working environments. This has led to EAP professionals offering group-work interventions, such as establishing support groups, to provide a forum for employees to engage in mutual aid, problem-solving, and consciousness raising, thereby reducing stress and becoming more empowered (Ramanathan 1995:42 - 44).

2.3.4 Employment Equity

Another transformation issue particularly pertinent in the South African organizational context at this point is the impact of the *Employment Equity Act* of 1998. This Act compels employers to create representative and demographically balanced workforce profiles over a number of years, with particular reference to the advancement of persons from the 'designated groups', i.e. black people, women, and the disabled.

Mkhize (1999:62) discusses how EAP practitioners have become used to offering programmes that focus on capacitating newly appointed managers with various skills in order to be able to fit into the organizational culture and become successful managers. She believes that these have not been highly successful since they focus on the manager from the designated group as if they are the only ones needing to adapt. A greater need is for the managers to be assisted with a combination of personal development measures as well as in facilitating changes in the organization itself so as to 'obtain a better fit between the two.'

2.3.5 Other Issues

Other types of needs that have been highlighted recently in the EAP literature are:

(a) Pre-retirement planning (Herlihy 2000:53 - 62);

(b) Critical Incident stress debriefing, not only in relation to unusual traumas, but also in relation to domestic violence, homicide, suicide, and departmental reorganization and change (Plaggemars 2000:77-98); and

(c) Organizational downsizing (Worster 2000:97-116).

Clearly, with so many individual problems and organizational factors to consider, it is critical that the initial design of an EAP is properly drawn up. This means that the needs of a particular group of employees in a particular company of government department need to be assessed. The purpose of an assessment is to offer an appropriate range of services according to the assistance those particular employees require. This will ensure that, in circumstances of financial constraints, the company or department will derive maximum value for money from its EAP.

Yet, while the purpose of a needs assessment is clear, the particular methods of assessing needs, and in fact the very definition of 'needs', offer a number of alternatives, which are discussed in more detail below.

2.4 Needs Assessment

According to Myers (1984:100) EAP programme design begins with a needs assessment in order to determine whether an EAP is needed in an organization and then to make recommendations to the strategic decision makers in an organization regarding the type of needs employees have and how they could be addressed.

Berman et al. (1991:22) advise that needs assessments should answer questions regarding what type of EAP is best suited to the characteristics, problems and resources of an organization and should provide information

27

regarding the type, prevalence, and severity of personal problems affecting employees.

The nature of any needs assessment is usually a management decision, based on the strategic priority that management gives to the issue being investigated, the funding that is made available for the exercise, the number of personnel that are allocated to assist with the assessment, and the timeframe within which management requires the results. This means that some needs assessments can be informal while others are more formal. According to the knowledge of the EAP-SA Chairperson, of the few government departments which have begun EAPs, most have conducted informal, internal needs assessment processes as the EAP managers were well-placed within the organizations to be able to have access to relevant data and organizational insights (Budram 2000).

This study has adopted a formal approach to the needs assessment for an EAP for the employees of DWAF in the Northern Province for several reasons:

(a) This was the first formal needs assessment to be conducted for any government department in the Northern Province;

(b) DWAF has approximately 7,400 employees, which is a large population for an EAP to serve;

(c) The needs assessment for an EAP in the Northern Province has been approved by the national management committee of DWAF, and may be used as the basis for the development of EAPs for DWAF employees in other provinces in the future.

These factors suggest that a formal needs assessment, conducted with proper instruments and a representative sample so as to obtain findings that are valid, reliable and generalisable is needed in order to determine what type of EAP is

best suited to the characteristics, problems, and resources of DWAF employees in the Northern Province.

This approach follows the EAP-SA service standards (1999:9), which state that:

(a) Programme design should be based on an assessment of organizational and employees needs as they relate to EAP utilization;

(b) This assessment is intended to help the organization determine the most appropriate methods of providing EAP services; and

(c) The function of a needs assessment is to ensure that the right approach is followed in the design of the EAP

Despite the EAP-SA service standards, which emphasize the importance of a needs assessment to inform the design and implementation of an EAP, there is a paucity of South African publications in which such a process is discussed or described. However, other disciplines such as education have a longer tradition of needs assessments (Ostler 1980:489-502; Riddel 1991:73-77; and West 1994:1-19), and are thus of some value in informing the process followed in this study.

However, the starting point of any needs assessment must be an operational definition of 'needs', since different types of needs are investigated in different ways using different instruments.

2.4.1 Definition of 'Needs'

The understanding and definition of the term "needs" requires clarification. As West (1994: 3-5) notes, 'the term "needs" is often now seen as an umbrella term, covering ... necessities, ... lacks, ... wants, ... strategies, ... [and] constraints'.

Jordan (1997:22) also notes the range of different interpretations and definitions given to the term 'needs'. These different definitions fall into four major categories, namely:

(a) Goal-oriented needs (also called 'objectives' or 'target needs");

(b) Process-oriented needs (related to strategies for achieving the goals);

(c) Perception-oriented needs (such as the expectations of the organization, the managers and the workers); and

(d) Deficit-oriented needs (which focus on 'lacks' or 'gaps' in knowledge, skills or attitudes).

There appears to be a tendency by some practitioners to pair 'needs' into bipolar sets, such as 'objective' versus 'subjective' needs, or 'goal-oriented' versus 'process-oriented' needs. These bipolar sets may be helpful in defining the distinctive characteristics of each need, so long as they are not understood to imply that a comprehensive needs assessment cannot include both poles. Each different conception of 'needs' could constitute a portion of a needs assessment in order to provide the practitioner, who will probably use the findings to design or improve an EAP, with the most informative picture.

The view of a needs assessment that incorporates variously defined 'needs' is supported by the broad range of outcomes expected of a modern needs assessment. Kaufman and English (1979:32) feel that 'with a needs assessment and a meaningful planning process, we can become reasonably accountable for *ends* as well as for *means*' (italics added). This indicates that not only should the ultimate programme objectives (the 'ends') be determined by a needs assessment, but also the approaches or strategies to achieve these objectives (the 'means').

2.4.2 Application of Findings from Educational Needs Assessments

Certain fields within the discipline of education have traditions of needs assessments going back several decades, whereas EAP needs assessments are relatively new and guidance in formal EAP literature sources is limited. Educational needs assessments usually form the basis of educational programmes or curriculum not programmes with a psychosocial focus. They are thus used differently to EAP needs assessments. However, the researcher is of the opinion that for the present study, it is valuable to apply some educational concepts as discussed below when looking at the writings of educators like Nunan (1988), Richards (1990) and West (1994) to see if some of their approaches can be applied to employee assistance programmes. Approaches within educational needs assessment which do not relate to EAPs, are excluded from this discussion.

Firstly, Nunan (1988:45) provides details of what is expected of a needs assessment in an educational context when he suggests that the findings should inform issues such as the parameters of the programme, the criteria and rationale for grouping clients, the selection and sequencing of programme activities, the approaches and strategies to be implemented, and programme length, intensity and duration. It is not difficult to adapt these insights for use in an EAP needs assessment, where marketing activities, training of teams of supervisors, group work for employees with similar problems, and socio-educational activities all form parts of the overall EAP.

Secondly, Richards (1990:1–2) takes the possible outcomes of a needs assessment further, by suggesting that the data from the assessment be used not only in the initial planning stages but also as the basis for the monitoring and evaluation of the programme. He sees the initial needs assessment serving the purposes of:

- Providing a mechanism for obtaining a wider range of input into the content, design, and implementation of a program;

- Identifying general or specific needs that can be addressed in developing goals, objectives, and content for a program; and

- Providing data that can serve as the basis for reviewing and evaluating a program.

If this insight from the educational field is applied to EAPs, it suggests that once the needs assessment is complete and the EAP has been designed and implemented, practitioners should not shelve the needs assessment. Rather, the findings of the needs assessment should be linked to the monitoring and evaluation system designed for the EAP. An example might be that if 30% of respondents of the needs assessment reported experiencing 'martial problems' 'most of the time', it would be important to measure if a similar percentage of employees subsequently utilize the EAP to address marital problems to address the need originally identified.

West (1994:12) also summarizes the range of uses to which the findings of a needs assessment could potentially be put. His list closely resembles all the phases of programme development and implementation. This suggests that the relevance of the findings of a needs assessment permeates the entire process of programme design and implementation, including often-neglected elements such as the on-going in-service training of the practitioners.

In the EAP field, if various employee needs are initially identified, and ranked in terms of prevalence, one application of this insight might be to provide in-service training for the therapists working in the EAP, in the problem areas which were most prevalence.

As Richards (1990:2) indicated above, a needs assessment is not a practitioner – centered process. Rather, a needs assessment 'seeks a wider range of input',

particularly from the members of what West (1994:6) terms the 'needs analysis triangle' of practitioner, client and company.

This needs analysis triangle has relevance to the present EAP needs assessment, which can be said to include input from these three elements of the triangle, in the following manner:

(a) EAP practitioners (directly through personal communication and indirectly through literature review);

(b) DWAF employees (the 'felt needs' of a representative stratified, random sample); and

(c) The company (through initial consultation with managers and through including them in the needs assessment sample.)

2.4.3 Benefits of Conducting an EAP Needs Assessment

There are several benefits to conducting a formal needs assessment before beginning the planning and implementation of an EAP. Firstly, the process of assessing needs before designing and implementing new programmes is intended to ensure services that are efficient, effective, and economical. 'Efficient' has been informally defined as 'doing things right', while 'effective' is 'doing the right things'. For a programme to be efficient and effective, its design must be based on a solid information foundation, so that the needs of the beneficiaries, the resources of the service provider, and the indicators of success can be known in advance. Nunan (1988:45) has noted that 'needs assessment has developed within a political climate that demands accountability and relevance in programmes'. Berman *et al.* (1991:24) have also noted that 'needs assessments can save time and money' and that they 'provide an external, objective check to the subjective process of planning for an EAP'.

A further benefit of a needs assessment is a shared sense of ownership that can develop between the owner(s) of a company or the management of a department on the one hand, and the employees on the other. The process of assessing needs ensures that the intended beneficiaries are able to give meaningful input at the beginning of the planning process and are able to clearly express their needs and preferences. If they are able to do this meaningfully, then the resulting programme is more likely to be owned and utilized by the intended beneficiaries once it is introduced.

A third benefit of a needs assessment is that it can also be regarded as the first phase of marketing. EAPs need to be marketed amongst both employees and supervisors so that both the general concept as well as the specific range of services on offer is widely known in the company or department. During the process of conducting a needs assessment, the employees in the sample being surveyed will become acquainted with both the general idea as well as the specific services (Grisson *et al.*, 1988:77). This will serve to promote the EAP and market its services even before it has been formalized, which is a spin-off benefit of a needs assessment that can be followed up with further marketing campaigns during and after the launch of the EAP.

A fourth benefit of a needs assessment conducted with a representative sample is that problem areas unique to different sub-groups within the larger workforce may also be identified and planned for appropriately. For example, the findings of an EAP needs assessment may indicate that all employees in general require assistance with personal financial management and HIV/AIDS, that old employees may require assistance with retirement planning, that new managers may require assistance with stress and conflict, and that workers in the lower job grades require better quality protective clothing.

A final benefit is that the findings of a formal needs assessment can serve as a baseline for later evaluations of the success of the EAP once it is in operation. In the modern profit-centered environment of a company, or the service-

oriented environment of a government department, every programme (and the personnel it employs) must 'justify its existence'. The effectiveness and benefits of an EAP, like any other programme, must be able to be monitored and evaluated (Berman *et al.* 1991:25) so as to qualify for further funding in subsequent years.

2.4.4 All-inclusive Needs Assessments

When designing a new EAP, it is important to bear in mind that 'workers in the lower job strata usually are at the greatest risk of experiencing financial, housing, legal, consumer, and often emotional problems' (Austin & Jackson 1977:108 in Roberts-De Gennaro et al. 1986:31). It is also advisable to consider how resources are viewed by blue-collar workers and how accessible these will be to blue-collar workers in terms of and cultural factors. For example, Roberts De Gennaro et al. (1986:31) note that:

> Blue-collar workers have many mental health needs, but the
> resources available to them are usually inadequate. Mental
> health services are often inaccessible by public transportation,
> have inconvenient office hours, and generally employ middle
> class professional staff. Consequently, preventive services are
> under-utilized.

The researcher concurs with this view and is of the opinion that special care should be taken during a needs assessment to make sure that the views of the workers in the lowest job grades are adequately represented. This is often more difficult to do, since the workers in the lowest job grades are less literate, less willing to participate in such processes (whether through questionnaires or interviews), and are often based in remote rural areas and thus difficult to access.

However, for an EAP to genuinely meet the needs of the employees who need it most, extra effort should be made to "go the extra mile" and ensure that the views of the workers in the lowest grades are represented accurately (DWAF). In the present study this was achieved by:

(a) Constructing a simple data collection instrument (e.g. by using close-ended questions);

(b) Translating all questionnaires or interview schedules into the workers' mother tongue(s);

(c) Conducting the survey in one-on-one consultations with individual employees; and

(d) Travelling to the work sites of the employees and finding and interviewing them in their own working environment.

Edwards *et al.* (1997:17) state that various research methods can be used to obtain data such as interviews, focus groups, quality circles, analyses of previously gathered data, observations and work diaries and logs and organizational surveys.

According to Edwards *et al.* (1997:22), an important strength of survey-type needs assessments is their flexibility. They can be used for many purposes including assessing employees' needs, attitudes, motivation as well as their opinions and preferences about the goods and services they receive. Surveys are also appropriate when large populations need to be involved in decision-making and when various forums have already been consulted and given input regarding the issues to be dealt with in the survey.

In order to successfully conduct an EAP needs assessment, whether through questionnaires or interviews, Roberts-De Gennaro (1986:34) recommends that respondents be informed about:

(a) The purpose of the study;

(b) The fact that the study was pre-authorized;

(c) Participation is voluntary; and

(d) Confidentiality would be maintained at all times.

However, conducting a needs assessment that is valid, reliable, and includes all strata of the organisation in representative proportions is only one part of the full cycle of planning and implementing an EAP.

The design of the EAP should be such that employees are comfortable with it, while the strategies for implementing the EAP should be credible with management.

While the present study emphasizes the central role that comprehensive needs assessments play in guiding the design of the EAP and thus contributing to the eventual success of an EAP, it needs to be stated that an effective needs assessment alone cannot lead to the successful design and implementation of an Employee Assistance Programme.

2.5 Guidelines for Viable South African EAPs

EAPA-SA has developed professional standards and guidelines to ensure viable EAPs in South Africa. They state that their guidelines are non-regulatory and their purpose is to 'assist all relevant stakeholders in establishing quality EAPs.' They go on to advise that 'when designing, implementing or evaluating an EAP, each organization should apply these standards and guidelines based on its own unique culture and operation' (1999:5).

2.5.1 EAP Programme Design

In the EAPA-SA (1999:10) standards document, needs assessment falls within the category of programme design. The other two important standards to be adhered to in programme design relate to service delivery systems and establishing an advisory committee. Masi (1984) discusses similar criteria for effective EAPs as those covered by EAP-SA and one factor which he

emphasizes, is the relationship between having an advisory body which has strong management representation and the link this has to ensuring an adequate budget to fund the professional and administrative staff, as well as the facilities needed for a viable EAP.

2.5.2 EAP Implementation

The EAP-SA (1999:13) standards describe the need for a policy statement and an implementation plan to 'outline the actions needed to establish and fully functioning EAP and set forth a schedule for its completion'.

2.5.3 Management and administration of the EAP

This section of the EAPA-SA standards deals with practical issues and covers the standardization of programme procedures, how to determine appropriate staffing levels and what criteria to set in the selection and retention of staff. This section also deals with the need for EAP practitioners to receive consultation and case supervision, it describes the need for accurate record keeping systems to be designed and notes the need for professional liability cover for the EAP practitioners. Two other factors central to the impact of an EAP are discussed in this section. They are the need for the confidentiality of the service to be known and upheld, and the need for the professional ethics of EAP practitioners to be closely adhered to, in order to ensure ethical behaviour and to provide consumer protection (1999:15-21).

2.5.4 Direct EAP Services

Under the category of direct services, EAPA-SA (1999:22-28) advises EAP practitioners that Crisis Intervention services need to be provided in a responsive, timely fashion by appropriately trained professionals. How to conduct assessments and referrals as well as the approach to cost effective short-term intervention is described as is the need for monitoring the process of

referrals to ensure quality treatment and how to provide follow up services to ensure the continued well-being of employees who have undergone treatment.

This section also covers the place for organizational consultation 'to assist management to address organizational issues which impact on employee well-being and development' (1999:29). It also highlights the need for training managers, supervisors and worker representatives and the need to provide a consultation service for these role-players. Lastly, it makes it clear that promotion and marketing of the programme is critical to ensure that all the intended users of the EAP are aware of the programme and are encouraged to fully utilize the programme services (EAP-SA 1999:30-32)

2.5.5 Linkages

This section of the EAP-SA service standards begins by outlining the importance of integrating the EAP and aligning it with internal organisational activities and responsibilities such as safety, equal employment opportunity, industrial relations, labour relations, training etc.

This is echoed by Masi (1984:37), in his discussion of factors critical to the success of EAPs. He particularly highlights the importance of the relationship between the EAP and the labour relations procedures of the organization. He states that this relationship needs to be clearly defined. For example, the legal status of an employee participating in the EAP must be clearly defined. Should an employee commit some form of misconduct, and should he/she participate in the EAP before he or she is charged and investigated, the EAP policy must define what status the employee has in respect of a finding of 'guilty'. This applies both if the employee chooses to make his or her participation in the EAP known during the disciplinary proceedings or not.

The EAP-SA (1999:33-38) service standard goes on to advise the EAP practitioner to identify, utilize and evaluate the services of external community

organizations and resources and to belong to professional organizations which can assist them in maintaining and upgrading their knowledge and keeping contact with other EAP professionals. Lastly, the need to be aware and proactive regarding the possible impact of the practices of external agencies on the EAP is advised.

2.5.6 EAP Evaluation

The last section of the EAP-SA (1999:39) standards deals with evaluation of EAPs. This standard is aimed at ensuring a 'cost effective and relevant service to employees and their dependants' and the motivation for this standard is to 'allow the organization to judge the programme's progress and usefulness and to identify the need for programme modifications and resources needed for the EAP.

The researcher is of the opinion that the EAPA-SA standards as outlined above should assist EAP practitioners in designing, implementing and evaluating viable EAPs.

2.6 Summary and Conclusion

This review of the literature related to various aspects of EAPs has established both a historical context for EAPs (i.e. their development through time to the integrated programmes offered today) and a socio-political context for EAPs in South Africa. Some of the 'content' expected of an EAP for government employees, such as financial problems, HIV/AIDS, restructuring/transfer, and employment equity, for example, have been discussed, as have some of the structural and procedural issues that are advised as EAP service standards.

All these issues relate directly or indirectly to the central purpose of this study – the needs assessment. Some of the discussion relates to what comes *before* the needs assessment, and sets the scene by reviewing how it is that a

government department in South Africa is likely to want to conduct a needs assessment at this point in time. Other parts of the discussion relate to the problems that are likely to emerge *during* the needs assessment, both in terms of the employees' problems and also the methodology of sampling and data collection.

The final part of the discussion relates to what happens *after* the needs assessment has been completed, and summarizes the features that typically characterize the organizational structure and procedures of successful EAPs when they are implemented.

The next chapter discusses the research design adopted for this study, and describes the research methodology that was followed to collect and analyse the data. Subsequent chapters present the findings of the needs assessment, focusing of the frequency and prevalence of various problems reported by the respondents. The findings are summarized and their implications in relation to the design of an EAP for DWAF in the Northern Province are then noted.

Chapter 3

EAP Needs Assessment Design and Methodology

3.1 Introduction

This chapter discusses the research design and methodology chosen for the needs assessment for an EAP for DWAF in the Northern Province. It outlines the rationale for the choice of design, the process followed in developing the data collection instrument, the administration of the data collection instrument, and how the data is analysed.

The literature reviewed in Chapter 2 was broad enough to establish a contextual framework of why a needs assessment is likely to be conducted by a South African government department at this point in time, and what key features the resulting EAP might have after the needs assessment has been completed and the programme is actually implemented in the organisation.

However, this chapter now focuses more closely on the design and methodology of the needs assessment itself, and concentrates on the manner in which suitable data can be collected and analysed to find answers to the following questions:

(a) What proportion of the total employees of DWAF in the Northern Province experience personal problems that impact negatively on their work performance?

(b) What personal problems do DWAF employees face, such as finances, HIV/AIDS, transfer and retrenchment, alcohol and drugs, and family, marriage and child problems?

(c) What proportion of DWAF employees in the Northern Province would like to address their problems in a work-based context by making use of the services of an EAP, and how would they like this EAP to be designed?

3.2 Research Design

According to Mouton and Marais (1990:33) 'the aim of a research design is to structure a given research project in such a manner that the eventual validity of the research findings is maximized'.

In the present study it is particularly important that the findings are not only valid but that they can be generalized to a very large target population, namely all 7,381 employees of DWAF: Northern Province. Mouton and Marais go further to explain that while it is not always possible to neatly categorize research designs, it is generally possible to distinguish between various research designs, such as comparing quantitative and qualitative designs and also considering the motivation behind beginning research projects.

The research question does not require qualitative, interpretive data such as would be appropriate when the reasons behind individual employee's problems and service delivery preferences are sought. Rather, a research design that allows for the collection of data on a broader and less detailed range of issues from a representative sample of employees is needed.

In terms of self-initiated versus contract research, Mouton and Marais (1990:34) distinguish between self-initiated research as ' tending to focus on theory testing and hypothesis generating', and contract research as being 'nearly always aimed at solving social problems'.

Though the motivation for the EAP needs assessment originally came from the researcher and to that extent it was self-initiated, the present research approximates more closely to contract research as it meets the criteria which Mouton and Marais (1990: 34) note as being characteristic of contract research, namely that:

> The person contracting the research has a clear practical interest in the research and tends to require specific information about the research topic at fairly short notice.

The basic concept for the present study was initially proposed by the researcher to DWAF Management Committee (MANCO), however, once MANCO decided to mandate the research, they not only approved it, but also requested the researcher to conduct it as quickly as possible. This was requested to make it possible for the research to serve as a pilot project that could later be replicated in the other provinces of DWAF, if the present study indicated a significant need for an EAP in the Northern Province. (DWAF 2000b: 8)

To the extent that DWAF MANCO has a practical interest in applying the results of the present research, this study can be viewed as being similar to contract

research, in contrast to self-initiated research, which usually results in so called basic research, not applied research. Since this project requires applied research, the search for an appropriate methodology was guided by this factor.

3.2.1 Research Methodology

Leedy and Ormrod (2001:112) advise researchers to make the choice regarding the overall research design, based on the research problem that needs to be addressed.

As discussed above, the researcher first decided that a research design, which could lead to applied research being generated, is required. The next step was to decide on an appropriate methodology to guide the process of collecting and analyzing data.

Leedy and Ormrod go on to list the following variety of methodologies and their concomitant research goals:

> Action research, case studies, causal comparative, content analysis, correlational studies, descriptive or normative survey, descriptive quantitative research, developmental research, ethnography, experimental research, historical research, observation study, phenomenological study and quasi- experimental research.
> (2001: 112)

46

Out of Leedy and Ormrond's list of research methodologies listed above, the present study considered two methodologies, namely content analysis and descriptive or normative survey methods as possible ways of collecting data regarding the research problem and for finding answers to the study's research question; namely

How many DWAF employees are affected by personal problems, what exactly are these problems, and how would the employees prefer to have these needs met in a work-based context?

As discussed above, the researcher first decided that a research design, which could lead to applied research being generated, is required.

The next step was to decide on an appropriate methodology to guide the process of collecting and analyzing data.

According to Leedy and Ormrod, the content analysis method involves 'a detailed and systematic examination of the content of a particular body of material... for the purpose of identifying patterns, themes or biases within the material' (2001:114) This method was considered since it is in line with part of the guideline for the needs assessment service standard which the South African EAP Association (EAP-SA) has developed. In the aforementioned discussion regarding needs assessments, readers are advised to gather information in order to identify Human Resource problem areas, such as absenteeism patterns, sick leave abuse, disciplinary activities, grievance action etc. (EAP-SA 1999:9).

47

This option unfortunately had to be rejected because, according to Maluleke (2000), the manager of Personnel and Management Services, DWAF: Northern Province does not have a performance management system in place with regular evaluation records being kept in the same manner for all employees. It also lacks a systematic, computerized database from which relevant reports can be drawn. Instead, employee files are manually updated at different times and in different ways by a variety of managers and personnel officers. Since DWAF: Northern Province lacks a systematic, computerized data base from which the above mentioned type of human resource records can be drawn it therefore also lacks up to date, complete records on the different categories of human resource problems listed by EAP-SA in the needs assessment service standard (EAP-SA 1999:9).

For all the above reasons available data within DWAF was considered incomplete and potentially inaccurate, and particularly due to the vast number i.e. 7,381 employee files which would need to be analyzed, the content analysis method was rejected as being too time consuming, impracticable and likely to yield invalid results. One exception was however applied in that DWAF's computerized payroll system was used as the starting point in order to identify respondents for the study from the predetermined strata selected for the study. However aside from the payroll lists that could be analyzed for gender, rank and age patterns within the target population, the content analysis could not be used.

The researcher thus considered the normative survey methodology in order to answer the research question stated above. Since it could provide answers to the research question, a further breakdown of categories within survey research was considered.

Survey research can be conducted to fulfill one of more of the following functions; namely description, and/or explanation and/or exploration.

The present study focuses on answering a very specific research question. According to Babbie, descriptive surveys are conducted 'for the purpose of making descriptive assertions about some population, that is, discovering the distribution of certain traits or attributes.' He goes on to note in this regard that the researcher is concerned 'not with why the observed distribution exists but merely with what that distribution is' (1990:52).

In the present study, answering the components of the research question require description of the distribution of certain traits; namely DWAF employee's personal problems and preferences about what form of EAP services they may require. Explanation of why employees experience the listed problems and why they prefer various service delivery options is not required for the present study. Thus the main purpose is descriptive.

Similarly, though at the beginning of the research project some informal survey was conducted to develop the items to be measured in the empirical study, the main purpose of the study is not exploration.

Having decided on a descriptive survey as the vehicle for collecting data, the two main alternatives for sampling, namely longitudinal and cross-sectional, were then considered. According to Babbie, 'in a cross-sectional survey, data are collected *at one point in time* from a sample selected to describe some larger population at that time.' By contrast, in a longitudinal survey, data are initially collected from a selected sample and then *the process is repeated using the same sample* on two or more future dates in order to note how the measured traits behave over time in one individual or within one of more groups (1990:56-57).

Since, as already discussed, the purpose of this study is to measure the current distribution of social problems among DWAF: Northern Province employees in a relatively short space of time and, if necessary, to design an EAP for the employees of DWAF: Northern Province as soon as the results are known, the researcher rejected the longitudinal approach in favour of the cross-sectional approach for the present study. Though a longitudinal survey could possibly form part of future evaluative measures of the impact of an EAP, and although this approach may be appropriate once an EAP has been operating for some time within DWAF: Northern Province, for the present study the longitudinal approach is neither necessary nor appropriate.

Cross-sectional descriptive survey is thus chosen for the present study and it is used to

(a) Obtain findings which show which categories of employees experience which types of problems from a particular list of problems at the time of survey

(b) Rank employees' personal concerns in terms of most prevalent to least prevalent items at the time of survey

(c) Provide numerical answers related to numbers of employees affected by personal problems and to generalize findings from a research sample to a total, very large research population at the time of survey. In other words, appropriate quantitative data from a sample of significant size can be obtained via this research design.

Although no research conducted by and with humans can ever be totally objective, the descriptive survey approach is one of the designs which has the potential to come close to meeting the EAPA-SA criteria for a needs assessment; namely that it should be conducted in a ' factual, objective and unbiased manner' (EAPA-SA 1999:9).

A key element of this needs assessment is the need to generalise the findings from a sample of several hundred respondents to the total population of about 7,400 employees of DWAF based in the Northern Province. As such, qualitative and participatory research designs would not be appropriate, even though they do offer certain strengths. Such strengths are factors such as the potential for a greater depth of insight into the nature and causes of employees' problems, and also into the reasons for the employees' preferences for one design of EAP above another.

51

However, a cross-sectional, descriptive survey offers the following benefits for this needs assessment that other research designs could not equal:

(a) It allows for a large enough sample to be studied (i.e. around 600 respondents) so that findings may be generalised;

(b) It allows for data to be collected from this large sample in a relatively short space of time;

(c) It allows for data to be collected by multilingual teams of fieldworkers without problems of standardization and reliability;

(d) It allows for rapid and accurate capture and quantification of data, as well as for empirical analysis; and

(e) It allows for the development of an instrument that could potentially be used by other government departments in the same province to conduct their own needs assessments in the future, so that findings, programmes, policies, resources, etc. could be economised and efficiency maximized between departments.

Due to the need to accommodate the above factors, a descriptive survey was embarked upon and a questionnaire called the "South African Government Employees Needs Assessment" (SAGENA) was designed and used as the primary data collection instrument of this study.

3.2.2 Applying the research design to the research question

In order to collect the type of descriptive data needed to inform decision-making regarding the type and range of services that a DWAF EAP should provide, the SAGENA, a questionnaire consisting of 31 items was developed, piloted, revised, and translated into Sepedi, Xitsonga, Tshivenda and Afrikaans. This questionnaire was then used as the data collection instrument on which this study is based.

A random sample of 590 employees, stratified according to pay point, occupational level, gender and age, was selected from the total population of the 7,381 DWAF employees listed on the payroll records of the Northern Province in March 2001.

The SAGENA was used by multilingual fieldworkers, mostly in face-to-face, on-site structured interviews, to collect information from the respondents. Questionnaire components related personal financial problems, HIV/AIDS, transfer and retrenchment, verbal and physical abuse, depression, marital and family problems, legal problems, alcohol and drug problems, payment and promotion problems, and problems related to living far away from home and family.

The SAGENA was also used to collect information about the employees' present sources of personal assistance, their perceptions of an EAP, their

preferences for an internal, external or combined EAP, face-to-face counselling and 24-hour crisis call centres.

The data is analyzed by calculating and comparing average percentages for the Northern Province as a whole, and also for sub-groups defined according to pay points, occupational level, gender, and age.

This discussion began with a quotation about the degree to which the research is judged to be valid. The next section thus moves on to discuss the process this study followed for sampling the respondents for the research and the effect this is likely to have on the validity of the findings and their generalisability to the total DWAF: Northern Province employee population.

3.2.3 Development of the content of the SAGENA

According to Edwards, Thomas, Rosenfield & Booth-Kewley (1997:43) the most appropriate way of measuring the felt needs, attitudes and perceptions of employees on a large scale is through the use of self-report questionnaires based on rating scales. There are, however, also problems associated with the use of self-report questionnaires in opinion and attitude surveys. These include response order effects, acquiescence, yea-saying and/or socially desirable responding (Ellis 1994:187). Completed questionnaires are thus checked for any of these patterns and rejected from analysis if necessary.

The SAGENA instrument is anonymous, and only has space for the name of the paypoint to be inserted by the fieldworker. The instrument consists of 31 questions structured as follows:

(a) *Questions 1 – 8:* Closed ended 'select a box' questions of demographic and personal particulars, including age, gender, marital status, home language, occupational category, length of service, highest education level, and membership of medical aid scheme;

(b) *Question 9:* Open ended question asking respondents to name the medical aid scheme of which they are a member or dependent if they answered 'yes' to question 8; and

(c) *Questions 10 – 31:* Closed-ended 'select a box' questions to assess EAP-related needs and preferences for service provision, including financial difficulties, transfer or retirement concerns, depression, HIV/AIDS, legal problems, drugs and alcohol, other health or medical problems, family, marriage or child problems, victim of violent crime(s), promotion prospects or lack thereof, physical or verbal abuse at work, living far from home and family, sexual harassment, preferred sources of help, preferred language(s) of help, and preferred types of help.

Questions 10 – 31 are all closed ended and have a 'select a box' format (both binary, e.g. 'yes – no', and rating scales, e.g. 'how often...'). This allows respondents to select their response from one of several categories that have been established in advance by the researcher. The main advantage of such closed ended questions is that the structure imposed on the respondents' answers provides the researcher with pre-coded data that can be readily quantified, analysed and compared (Denscombe, 1998: 101).

The disadvantage of this type of question is that less subtlety is allowed in the answers. Respondents might not feel that any one option precisely describes

their situation accurately, and they might want to communicate special factors or particular circumstances or complications that the response format does not allow (Denscombe 1998:101).

The closed-ended design of the SAGENA question format is a choice that was made for two main reasons, namely:

(a) To minimize the expressive burden on the respondents, many of whom according to Maluleke (2000), are old and have low levels of literacy; and also

(b) To standardize the responses related to topics that are sometimes abstract, subjective, or emotional.

Open-ended questions might place too much expressive burden on elderly, very busy, or semi-literate employees. Another draw back is that open-ended responses can be difficult to code and quantify when they deal with feelings and emotional issues. Also open-ended questions can require an abstract level of thinking when trying to express a 'felt' answer in words. Likewise, rating scale type questions were also not used, as they require respondents to quantify, prioritize or contrast subjective perceptions, feelings, fears, and other abstract and emotional issues (Ellis 1994:102–106).

In terms of the content of the questionnaire, the questions are based primarily on input from stakeholders within DWAF, bearing in mind various principles and concepts regarding how to structure a questionnaire learnt from international researchers listed below such as Cummings *et al* (1989), Grisson *et al* (1988) and Roberts-DeGennaro (1986). Mamasela (2000), the South African EAP researcher, also provided valuable insights as to how to design a user-friendly, practicable questionnaire.

Another local author, Collins (n.d.: 11) notes that 'a participatory approach to research, involving all parties concerned with the topic, is favoured over a positivistic approach.' As such, participation regarding the content of the needs assessment has been facilitated through focused discussions with several key informants, namely:

(a) 17 HIV/AIDS Peer Educators representing employees from all the DWAF districts in the Northern Province;

(b) 25 members of DWAF's representative Transformation Forum in the Northern Province;

(c) Four members of the management of Water Affairs in the Northern Province, namely the Chief Director and the Heads of Personnel, Labour Relations, and Institutional & Social Development;

(d) 12 members of the management of Forestry in the Northern Province;

(e) 34 Community Development Officers from all the DWAF districts in the Northern Province.

In addition to input from internal stakeholders, input was also solicited from external South African EAP professionals and service providers, namely:

(a) Sibongile Mamasela, an EAP lecturer at University of Pretoria who was conducting a needs assessment for an EAP at Garankuwa Hospital;

(b) The Centre for Human Development (CHD), an EAP service provider;

(c) The Independent Counselling and Advisory Services (ICAS), another EAP service provider; and

(d) The EAP evaluation studies of Terblanche (1996) and Padiachy (1996).

The experiences of several international EAP needs assessments were also reviewed and used to refine the content of the questionnaire used in this study. These international case studies include:

(a) The Needs Assessment Survey (NAS) instrument used in an EAP needs assessment conducted amongst Ventura County employees in California, USA, in 1985 (Cummings *et al.* 1989:41 – 49);

(b) The Business and Industry Needs Assessment (BINA) instrument used in three EAP needs assessments in a hospital, a poultry processing plant, and a financial corporation in Philadelphia, USA, in 1987 (Grissom *et al.*, 1988: 75 – 82); and

(c) The Community Oriented Needs Assessment (CONA) instrument used for an EAP needs assessment of trade union members in Southern California, USA, in 1985 (Roberts-DeGennaro, 1986: 31 – 42).

Ideas gleaned from the above-mentioned international EAP needs assessments were utilized in the following way:

(a) The present study followed the approach of Cummings *et al.* (1989:41) and Roberts-Degennaro *et al.* (1986:34) who designed the NAS and CONA

respectively, with regard to grouping questions in the questionnaire into various categories such as "demographic information" which covers statistical information such as age, sex, marital status etc.

(b) The researcher adapted the use of five point scales 'to designate the degree of applicability that each statement had' to the respondent in order to indicate his/her 'level of concern with respect to several potential problem areas' for the present study (Cummings *et al.* 1989:41). The SAGENA uses four point scales to avoid the convenient option many respondents make use of; namely a pattern of picking the middle point of each scale.

(d) The advice of Cummings *et al.* that 'responses of a personal nature should be worded in the least intrusive way possible' to illicit useful information, was carefully noted and applied in the wording of questions in the SAGENA (1989:48). For example, questions regarding substance abuse and HIV/AIDS, two very sensitive areas, are carefully worded so as not to cause offence and the possible loss of a survey response. In line with this warning each respondent was asked ' Do you experience alcohol or drug problems of your own or a close family member' (see table 4. 25) rather than a more direct question such as ' do you abuse alcohol or drugs?' Similarly, the question regarding HIV/AIDS asked how often respondents ' experience fears about having or catching HIV/AIDS' as opposed to asking 'Are you HIV positive?" or "Do you have AIDS?'

(e) The researcher also followed the advice of Cummings *et al.* to 'keep the survey simple' and not 'to acquire too much information all at once' (1989:48). This same advice was received from Mamasela (2000) who explained that answering a questionnaire should not tire out respondents

and so a questionnaire should be designed in such a way that it could be completed in under a half an hour (2000). On average, the questionnaire used in the present study takes twenty (20) minutes to complete when administered in the form of a structured interview. Completion time is quicker for those who select to self-administer the questionnaire.

(f) Robert-DeGennaro's concept of seeking information regarding the likely source of referrals to the EAP is included and expanded in the present study, in that the SAGENA does not only ask respondents if they will refer staff for counselling, but also asks questions regarding respondents' intentions to encourage their family members to use an EAP. (1989:14)

(g) The idea from Cummings *et al.* of subdividing respondents into subgroups based on demographic information "in order to facilitate analysis" and to be able to 'cross tabulate' data sets was used and taken further in the present study (1989:43). Thus the researcher also used subgroups such as age and gender and added in factors pertinent to the design of an EAP in the Northern Province such as the workstation of the respondent and his/her occupational and educational level.

(h) According to Grissom *et al.* needs assessments should request information on the type of help (i.e. counselling, workshops, or information), if any, respondents want in the various problem areas (1989:77). This useful idea is used extensively in the present study. For example, questions 11,16, 23 and 30 ask respondents to select the type of workshops, if any, they may find useful and they are also asked their preferences regarding the form counselling should take. They are asked what language they prefer to be

counselled in, and questioned regarding their preferences for face-to-face counselling and for using a toll free call centre for telephonic counselling.

(i) The response rate on the studies using the NAS, CONA and BINA all appear to be rather low. The authors of the BINA note, for example, that although many employers ' prefer their employees to complete questionnaires on their own time and return them by mail ...' their data gained through a needs assessment process suggests that 'this approach ... may result in significant loss of validity' (Grisson et al. 1988:80).

(j) In the case of the NAS, the author notes that due to the low response rate It appeared that people with serious problems were not included in the sample. This also affected the validity of the study (Cummings *et al.*1989: 41).

(k) Since the researcher of the present study noted that questionnaires which require employees to fill in surveys and take the initiative for returning the questionnaire to the researcher, would be likely to yield even more disappointing results in the context of a largely rural staff body with low levels of literacy, a different approach to data collection is followed in this study.

(k) The questionnaire is designed in such a way that it can be a self-administered questionnaire for literate respondents. However, for those who prefer to be interviewed, the questionnaire can also be administered by fieldworkers using it as the script of a structured interview, where fieldworkers simply tick the relevant box or fill in the appropriate words as verbally answered by the respondent.

(l) The need to obtain a large enough sample for it to be representative of the target population was also noted. This factor prompted the researcher to obtain permission and the support of the relevant work-site managers in order to be able to go to the work place of employees i.e. at more than 20 sites throughout the province, and have fieldworkers personally hand out and collect the questionnaires at the end of each research session at each site.

(m) The NAS, CONA and BINA needs assessment instruments were more helpful in terms of the style of the SAGENA than the specific content, as the SAGENA needed to include several issues that did not feature at all in the American questionnaires. Such items included transfer and HIV/AIDS fears, a variety of workshop topics etc. However, one particularly interesting question was added into the SAGENA after perusing the American instruments, namely the question ten (10) that asks how employees are already meeting their needs and handling their personal problems *before* an EAP is introduced.

(n) A final comment on these three needs assessment reports is that the observations made and recommendations from the researchers who administered the above instruments, regarding their weaknesses, were extremely helpful and served as warning regarding some pitfalls to avoid.

The SAGENA questionnaire was piloted on 25 members of DWAF's representative Transformation Forum in the Northern Province. This was for three reasons, namely:

(a) The members of this Forum originally provided much of the input they felt the questionnaire should cover, so they were well placed to determine the extent to which the questions covered the needs they had initially identified;

(b) The members of the Forum were known by name to the Researcher, and could thus be excluded from the sample of respondents selected to answer the final version of the questionnaire; and

(c) The members of the Forum were represented management, union, and workers of all grade levels from all the DWAF districts and language groups throughout the Northern Province.

Revisions were made according to their comments on the content, translation and style of questions asked. Additional changes suggested by Social Work lecturers at the University of South Africa and Human Resource staff from the DWAF Head Office in Pretoria were also incorporated.

After piloting the questionnaire, double-barrelled questions were separated[1], ambiguous questions were reworded, a higher proportion of factual versus abstract questions was included, leading questions were re-written, threatening questions were softened, and extreme negative choice options such as "I would not like to attend any of these workshops" or "This is not relevant to me" were

---

[1] The only question that remained double-barreled is explained in terms of the need to be inclusive and non-threatening (see table 4.25)

added to ensure that all respondents had the opportunity to express disinterest or irrelevance, and would thus be in a position to answer every question (Bailey, 1994:110 – 117).

The introduction to the questionnaire was also modified from 'This is a needs assessment for an EAP' to 'This questionnaire aims to assess what needs DWAF staff have and how these needs could be addressed' to remove the implication that an EAP would be designed and implemented irrespective of the findings.

The final version of the SAGENA was translated from English into Sepedi, Xitsonga, Tshivenda and Afrikaans before the final administration. The *Constitution of the Republic of South Africa* (Act 108 of 1996) enshrines the right of individual citizens to express themselves and be heard in the official language of their preference:

> The state, including both national and provincial governments
> must take practical and positive measures to elevate the status
> and advance the use of all official languages, taking into
> account the preferences of the population in the province
> concerned.

As a government department, DWAF is bound to administer the questionnaire in the official language preferred by each individual respondent. In addition, the researcher also wanted to ensure that workers at all job grades and with all levels of literacy enjoyed access to the survey.

The content of research instruments should also suit the educational level of respondents. A large proportion of DWAF employees are general workers who

are seldom required to write for work purposes (Maluleke, 2000) and who may also not have high levels of (written) literacy. Thus, an appropriate tool for obtaining feedback is a questionnaire that can be administered in two different ways:

(a) Either in the form of a highly structured interview conducted by a field worker in the preferred language of the respondent; or

(b) As a self-administered questionnaire to be completed by employees who are more literate and who prefer this option.

3.2.4 Administration of the SAGENA

Previous EAP needs assessments have not enjoyed high response rates. A common method of data collection is for questionnaires to be distributed to hundreds or thousands of employees, which are then voluntarily completed and returned by a small number of respondents who then form the sample (e.g. the 9% response rate experienced in the study by Cummings *et al.* 1989).

Given the vast rural areas in which the DWAF employees work in the Northern Province, this study elected to use a different format, namely face-to-face interviews, for the administration of the questionnaire in order to maximize response rates. According to Bailey, such interviews have several advantages over traditional survey techniques. These advantages include more flexibility, a higher response rate, the opportunity to observe non-verbal behaviour, a certain degree of control over the interview environment, prevention of 'cheating' as the respondent cannot ask anyone else to assist with his or her answers, more

65

spontaneous answers, and the opportunity to encourage the respondents to complete all the questions (1994:174).

Field workers fluent in the dominant languages of the Northern Province were recruited, trained, and sent out to conduct personal face-to-face interviews with each employee selected in the sample. The field workers were required to possess a relevant degree and interviewing or research skills, were selected through panel interviews, and were orientated as to the approach to be followed in the research. Three social workers and three researchers were ultimately selected.

During the field workers' orientation, they were briefed by the researcher about the nature and purpose of the data collection, they were guided through the questionnaire slowly and in detail to ensure they understood the intent of every question, they role-played various interview scenarios in which they practiced administering the questionnaire, and finally they had a general feed-back and wrap-up discussion session to tie up any loose ends they may have had as advised by Bailey (1994:209).

In addition, the field workers were specifically cautioned that their role was not to counsel, and were told that an EAP Service Provider was contracted for a short period during and after the research to provide counselling and debriefing services to any respondents who might need this. The field workers were thus required to advise any respondents who indicated a need for psycho-social help that a professional counselling service was available to them and they were required to explain how respondents could access the service.

In terms of language proficiency of the field workers, two were fluent in Sepedi, two in Tshivenda and two in Xitsonga. All could also interview in English and Afrikaans if preferred by the respondents.

The field workers were all external to DWAF and were employed on short-term research contracts. This was done to ensure that they were impartial, that they could elicit more honest and accurate responses from the respondents, and that they had no vested interests in the findings.

3.3 Population and Sample

At the date of the needs assessment, the total population of DWAF in the Northern Province was 7,381 employees according to the records on the Persal system (DWAF). This population has the following profile:

Table 3.1: Profile of DWAF population in Northern Province

PAYPOINT	TOT	Gender		Occupational Level				Age			
		M	F	1-2	3-5	6-8	9-14	55+	43-54	31-42	30-
Pietersburg	154	104	50	39	29	58	28	11	45	80	18
Giyani	529	416	113	343	112	68	6	126	212	177	14
Hlanganani	264	237	27	148	108	8	0	50	119	94	1
Ritavi	210	180	30	149	49	11	1	57	100	50	3
Mhala	477	378	99	347	114	16	0	90	188	175	24
Bolobedu	187	172	15	144	37	6	0	40	76	62	9
Naphuno	125	96	29	89	29	7	0	43	46	35	1
Mapulaneng	256	217	39	219	35	2	0	64	118	63	11
Namakgale	101	89	12	89	11	1	0	32	38	28	3
Sekgosese	107	103	4	79	28	0	0	37	35	29	6
Lebowakgomo	159	80	79	79	40	34	6	23	67	63	6
Thabamoopo	223	170	53	114	100	8	1	40	101	79	3
Zebediela	54	47	7	28	24	2	0	20	12	20	2
Nebo	167	122	45	117	41	9	0	55	55	49	8
Praktiseer	221	188	33	123	94	4	0	63	95	54	9
Schoonoord	185	125	60	77	101	7	0	50	84	47	4
Potgietersrus	53	36	17	18	13	18	4	3	11	35	4
Mokerong	168	153	15	111	52	4	1	54	65	47	2
Phalala	42	42	0	26	15	1	0	9	14	18	1
Central	129	93	36	52	42	29	6	18	42	63	6
Seshego	224	200	24	147	68	8	1	65	92	59	8
Sekgosese	68	64	4	43	21	4	0	15	33	19	1
Mankweng	176	151	25	117	53	6	0	57	65	49	5
Bochum	185	161	24	159	21	5	0	45	86	52	2
Thohoyandou 1	247	149	98	145	59	39	4	24	124	95	4
Thohoyandou 2	944	533	411	675	234	35	0	247	423	264	10
Dzanane	307	194	113	249	51	7	0	110	142	54	1
Vuwani	285	120	165	236	44	5	0	79	127	75	4
Mutale	277	184	93	194	74	9	0	69	136	72	0
Lulekani	65	50	15	44	18	3	0	18	19	27	1
Malamulela	353	288	65	250	92	11	0	86	155	107	5
Groblersdal	119	115	4	83	18	18	0	24	62	29	4
Tzaneen	320	318	2	234	46	37	3	73	166	72	9
Sub-total	7,381	5,575	1,806	4,967	1,873	480	61	1,797	3,153	2,242	189
TOTAL		7,381		7,381				7,381			

Since this needs assessment forms the basis for the possible design and establishment of an EAP, the size of the sample selected for the study must be such that conclusions may be drawn with a high degree of confidence (95% or more) and a low margin of error (5% or less). Thus a minimum sample size of 364 quality respondents must be achieved (Edwards *et al.*, 1997: 63). However, the questionnaire was distributed to a sample larger than the minimum in order to make allowances for a response rate that is less than 100% and to make allowance for the rejection of responses that are incomplete or show marked response sets.

Due to the very large size of the population and the fact that DWAF employees are based at regional, district and satellite work-sites scattered throughout the Province, stratified random sampling is used. Stratified random sampling is obtained by separating the population elements into non-overlapping groups, called 'strata', and then selecting a simple random sample from within each stratum (Bailey 1994:92). Respondents were randomly selected from the Persal lists within four strata, namely:

(a) Paypoint;

(b) Occupational level;

(c) Gender; and

(d) Age.

The original sample size consisted of 590 respondents, but it was not possible to locate and interview the full sample. Some of the reasons for this include:

(a) Employees who were recently transferred to another pay-point, but whose Persal records were not yet updated;

(b) Employees who had recently passed away, but whose Persal records were not yet updated;

(c) Employees who were on leave or in hospital on the days scheduled for their interviews;

(d) Employees who could not be located on the day of their interview;

(e) Employees who elected not to participate in the needs assessment process; and

(f) Employees who did not complete the questionnaire to an acceptable level of quality (e.g. answering all questions in a fixed pattern, missing out too many answers, etc.).

All in all, the fieldworkers interviewed a final sample of 550 respondents (response rate of 93%). Since DWAF: Northern Province employs a total workforce of 7,381 employees; this amounts to a 7.45% sample. A sample of this size allows inferences to be drawn from the findings with a 95% level of confidence within a ±4% margin or error (Edwards *et al.* 1997: 63).

3.4 Data Collection

After the sample list was selected, the names of each employee were given in advance to the District Managers of all DWAF districts in the Northern Province. The District Managers kindly assisted the needs assessment process by arranging for the employees to be transported to the nearest research venues on the days of their interviews. The field workers travelled to each interview

venue each day, and conducted face-to-face interviews with between 10 to 22 respondents each day at each venue. Due to the large sample size, the process of collecting data took nearly three weeks (DWAF 2001e).

The field workers informed the respondents that they were external researchers, commissioned by DWAF in the Northern Province to find out what needs the respondents have and how best to meet them. They also explained that the respondents were chosen randomly by a statistician, and not for any personal or job-related reason. The respondents were assured of the anonymity of the interviews and response sheets, and were shown that there was no place for their names to be written on the questionnaires and no secret codes to identify them in any way. This was done to ensure that the study conforms to the ethical standards of biographical anonymity prescribed in Sections B2 and B6 of the American Sociological Association's Code of Ethics (Bailey 1994:536).

In the DWAF context, this introduction was very necessary to allay the fears of respondents, some of whom feared that they had been specifically singled out and that the research was related to future retrenchment. Explaining the purpose of the study and going further to explain the sampling method used did much to put these fears to rest (DWAF 2001e).

The fieldworkers also explained the questioning and answering techniques on the questionnaire, and asked whether the respondent would prefer to complete the questionnaire verbally or in writing. The vast majority of respondents (with the exception of management) preferred the fieldworkers to pose the questions verbally and tick the relevant response on their behalf. The interviews typically lasted 20 – 30 minutes.

The fieldworkers would travel back to Pietersburg at least once per week to submit the completed questionnaires that they had collected. The Researcher depending on the sequence in which they were received numbered these questionnaires from 'R1' (i.e. Respondent 1) to 'R550' (i.e. Respondent 550). Because different people performed the interviews and numbering, neither the fieldworkers nor the Researcher is able to link any particular questionnaire to any particular employee.

3.5 Data Analysis

Each response recorded on each questionnaire for each respondent has been captured on computer in a numerical format that corresponds to the numbering of the questions on the original questionnaire. Due to the large volumes of data to be captured, transcription errors are likely to creep in. After data capture, therefore, the data file has undergone quality control and been 'cleaned' to ensure data integrity (Bailey 1994:346).

This process involved looking for fixed response sets, over-runs, out-of-range items, skip patterns, and double-counted items. The data file was corrected where possible (i.e. where a transcription error was made) or individual records were deleted where necessary (i.e. where the original questionnaire was not completed to an acceptable level of quality) (Edwards *et al.* 1997 107).

The final data set contains a proportional sample of all paypoints, occupational categories, genders and ages. There is thus no under-representation within any stratum that needed to be corrected by post-stratification weighting before the data could be analyzed (Edwards *et al.*, 1997:125).

The data is analyzed both in terms of the general findings for the Northern Province as a whole as well as for each sub-group that can be separated out on factors such as work-site location, age, gender, language, length of service, occupational category, etc. In this way, any special needs that any sub-group may have, that may be overlooked when interpreting the full data set, can be recognized.

Chapter 4

EAP Needs Assessment Findings

4.1 Introduction

This chapter presents and discusses the general findings for the Northern Province as a whole, and then compares these findings to the specific findings of sub-groups within the sample stratified according to paypoints, age, gender, and occupational level.

An English version of the SAGENA instrument is presented below, with the findings for the Northern Province as a whole reported in the response blocks. The English version of the question is presented in bold type in the first row of the table, followed by the possible response options in bold type in the second row. The actual number of responses from the 550 DWAF employees is reported in italics in the third row of the table (called 'count'), with the percentage of the whole that this actual figure represents presented in the bottom row (called 'percent'). For example:

Question

Response options

1	What is your age group?					
	16-34	**35-44**	**45-54**	**55-60**	**61-64**	**65+**
Count out of 549	*53*	*165*	*197*	*83*	*36*	*15*
Percent *	*10*	*30*	*36*	*15*	*6*	*3*

Findings
(percentages)

Findings
(actual number of responses out of 549)

*Note that the percentages are rounded off for ease of presentation and interpretation in the tables.

74

In some cases, not every respondent always answered every question, while in other cases respondents could choose two or more answers for the same question. As a result, the 'count' totals in each of the tables below do not always add up to 550. Likewise, the 'percent' figures in each of the tables below have been rounded off to the nearest integer.

For those questions in which respondents could select two or more answers, the 'percent' was still calculated out of the total number of respondents that answered that question in order to provide an indication of the percentage of *respondents*, not responses. Where this is the case, the table indicates "percent of respondents" as opposed to percent of responses (see tables 4.9; 4.10; 4.13; 4.14; 4.14.1, 4.15, 4.22; 4.29). It is thus possible, for example, for the percent figures in the table to indicate that 68% of respondents would like to attend workshops on personal finances, 51% on HIV/AIDS, 45% on various family problems, and 43% on transfer-related issues.

4.2 General Findings

The general findings for the Northern Province as a whole (n=550) for each of the 30 closed-ended questions in the SAGENA instrument are presented below along with comments to place the findings in context. In a few isolated cases the answers of a particular sub-group within the total sample are singled out and commented on, where the finding has noteworthy impact on the planning of an EAP for DWAF: Northern Province. A discussion regarding the statistical significance of the findings and differences between the sample as a whole and some of the subgroups within the sample follows later (see tables)

Table 4.1: General findings – age group

1	What is your age group?					
	16-34	**35-44**	**45-54**	**55-60**	**61-64**	**65+**
Count out of 549	*53*	*165*	*197*	*83*	*36*	*15*
Percent	*10*	*30*	*36*	*15*	*6*	*3*

The last category shown on this table is particularly important, as being over sixty five (65) years of age means that an employee is past the retirement age for government employees.

A comparison between the age category of over sixty five (65) year olds and the category of occupational level is a follows:

Table 4.1.1 - Post retirement age and occupational level

Over 65's	**Manager**	**Professio nal and technical**	**Professio nal: ISD**	**Artisan**	**General Worker**
Count out of 15	*0*	*3*	*0*	*O*	*12*
Percent	*0*	*20*	*0*	*0*	*80*

According to the Alson Matukane (2001), the Chief Director of DWAF: Northern Province, unless an employee cannot easily be replaced due to possessing scarce occupational skills, the employee should retire at sixty five (65) years. Table 4.1.1 shows that in fact only 20% of the over sixty five year olds in this category are professional of technical staff who could be classified as scarce resources such as engineer or hydrologists. Eighty percent (80%) of the respondents in this category are in fact general workers. If this sample is generalized to the whole DWAF: Northern Province employee population, the number of unskilled employees past retirement age and still being paid by DWAF could be as high as 1 486. This represents a huge cost to government. This issue is discussed further in relation to the fears employees have regarding retiring (see table 4.4.11).

Table 4.2: General findings – gender

2	Are you male or female?	
	Male	Female
Count out of 550	393	157
Percent	71	29

This male to female ratio of the sample suggests that the ratio within DWAF: Northern Province is almost in line with DWAF's national Employment Equity target of 30% female staff (DWAF 2000a:Annexure A)

Table 4.3 General findings - marital status

3	What is your marital status?					
	Single	Living Together	Separated	Divorced	Widowed	Married
Count out of 549	55	42	14	22	32	384
Percent	10	8	2	4	6	70

According to this result, the vast majority (70%) of respondents are married.

Table 4.4: General findings – home language

4	What is your home language?					
	Sepedi	Xitsonga	Tshivenda	Afrikaans	English	Other
Count out of 550	234	167	135	6	2	8
Percent	42	30	25	1	1	1

These findings have relevance for the language proficiency EAP therapists for DWAF: Northern Province will need. However, they should also be compared to the findings for question 14 which indicate what languages employees would prefer to be counselled in (see table 4.13).

Table 4.5: General findings – occupational category

| 5 | What is your occupational category? (Please tick only ONE) | | | | | |
	Manager	Prof & Tech	Prof: ISD	Artisan	Admin	General
Count out of 550	14	38	4	37	66	391
Percent	2	7	1	7	12	71

The overwhelming majority of unskilled workers (71%) within DWAF: Northern Province means that an effective EAP for the department needs to take note of the special needs this group may have and the challenges they may present. For example, if one links this finding to those shown in table 4.7, one notes that not only are most employees unskilled, but they are also poorly educated (79% with a standard 7/ grade 9 or lower qualification).

Table 4.6: General findings – length of service

| 6 | How long have you worked for DWAF? | | | |
	0-1yr	2-5yrs	6-15yrs	More than 15 yrs
Count out of 550	0	21	331	198
Percent	0	4	60	36

According to this finding, more than a third of DWAF employees (36%) have worked for the same employer for more than 15 years.

Table 4.7: General findings – highest educational level

7	What is the highest educational level you have reached?					
	Degree	**Diploma**	**Certificate**	**Std 10 or Grade 12**	**Std 7 or Grade 9**	**Below Std 7or Grade 9**
Count out of 545	9	31	9	62	94	340
Percent	2	6	2	11	17	62

The fact that 62% of the sample has a very low level of education (below Std7) is disturbing in the light of the fact that a large proportion of these employees need to be transferred to new employers; namely municipalities (PSCBC 2002). It is likely that new demands will be placed on them in such an environment. The Minister of Water Affairs and Forestry, Ronnie Kasrils coined the phrase "vulnerables" to refer to such employees at the lowest skills level, who are the least educated, and who don't know the department's policies or their rights, in his address to the Fifth Transformation Forum Conference. (DWAF 2001g: 2). In line with his admonition that the working conditions of such marginalized employees needs to be improved, a DWAF: Northern Province EAP will need to take special care to be accessible, credible and effective in meeting the psychosocial needs of the above mentioned, very large subgroup of employees.

Table 4.8: General finding - Membership of a medical aid fund

8	Do you belong to a medical aid fund, either as a member of dependent?	
	Yes	**No**
Count out of 544	93	451
Percent	17	83

The percentage of respondents who do not belong to a medical aid fund (83%) is cause for concern, particularly in the light of the HIV/AIDS pandemic is South Africa and the related high costs of medical treatment that many employees are likely to need.

Another major implication of this finding is that few employees are likely to be able to afford psychosocial treatment that is normally covered by medical aid funds. This means that to be effective, DWAF: Northern Province is likely to need an EAP which covers the full spectrum of psychosocial services possible within an EAP, such as 8 counselling sessions per employee contact, and not the assess and refer type of EAP model sometimes implemented.

Table 4.9: General findings – sources of help

10	At present, if you or members of your family experience serious personal problems, do you turn for help to any of the people/services listed below? *(You can tick more than one box for this answer)*				
	Family	**Religion**	**Govt Social Worker (SW)**	**Private Psychologist or Private SW**	**Traditional Healer**
Count	*329*	*168*	*107*	*17*	*103*
% of respond-ents	*60*	*30*	*19*	*3*	*19*
	Doctor	**Colleague**	**Friend**	**No-one**	**Other**
Count	*208*	*103*	*87*	*34*	*10*
% of respond-ents	*38*	*19*	*16*	*6*	*2*

The aim of asking question ten (10) is to determine what type of counselling or emotional support services respondents use before the introduction of an EAP in an organization. Private social workers and private psychologists are grouped together as the purpose of this question is to determine the number of respondents who are in the habit of using counselling services for which they are generally required to pay and which need to be covered by private means or a person's medical aid.

It is interesting to note that most respondents (60%) turn to family members when they experience serious personal problems, and the second most common resource used is a doctor (38%). Since most employees do not have

80

medical aid funds (83%) and since financial problems are the most common concern (38%) as referred to in tables 4.8 and 4.27 respectively, the cost of seeing a doctor for personal problems is likely to place additional financial strain on employees. Is it also noteworthy that although few respondents (3%) said they would use a private psychologist or social worker, when this option is posed in the questionnaire as a service for which they do not need to pay, 71% say they would use the service for themselves (table 4.14).

Table 4.10: General findings – preferred workshops

11	Would you be interested in attending workshops on any of the following topics? *(You can tick more than one box for this answer)*					
	Finance	**Transfer**	**HIV/AIDS**	**Family**	**Other**	**Not interested**
Count	*374*	*240*	*279*	*251*	*15*	*28*
% of respond -ents	*68*	*43*	*51*	*45*	*3*	*5*

This finding indicates a high level of interest in workshops in relation to finance (68%), followed by HIV/AIDS (51%), family (45%) and transfer (43%) problems. Thus a DWAF: Northern Province EAP should have the capacity to run workshops of this nature.

The finding that financial training is the type of assistance requested by the highest proportion of DWAF: Northern Province staff is in line with the preliminary findings of Mamasela (2000) which indicate that problems of a financial nature are the most prevalent problem of employees at a large government hospital.

Table 4.11: General findings – internal or external counsellors

12	Do you think it would be better for DWAF staff to be counselled by professionals employed by DWAF or by outside counsellors on contract to DWAF at private offices close to where you work?		
	DWAF	**Outside**	**Combination**
Count out of 550 respond -ents	*434*	*45*	*74*
Percent	*79*	*8*	*13*

The fact that 79% of this research sample prefer to be counselled by counsellors employed by DWAF is an important finding, which must be addressed when designing an EAP for DWAF: Northern Province.

Informal discussions regarding the reason for this answer with the fieldworkers who administered this questionnaire suggests that the reason why many respondents would prefer internal counsellors is their perception that consultants would not be as accessible and consistently available as internal counsellors would be (DWAF 2001e).

Table 4.12: General findings – improvement to well-being

13	Do you think it would improve the well-being of people in DWAF if they received counselling for their personal problems, paid for by DWAF?	
	Yes	**No**
Count out of 548	*533*	*15*
Percent	*97*	*3*

This finding indicates overwhelming support for an EAP for DWAF: Northern Province amongst the survey sampled. Thus comments related to EAP design are written with the optimistic expectation that an EAP will indeed be designed and implemented within DWAF: Northern Province.

Table 4.13: General findings – preferred languages

14	In which language(s) would you prefer to be counselled? *(You can tick more than one box for this answer)*					
	Sepedi	**Xitsonga**	**Tshivenda**	**English**	**Afrikaans**	**Other**
Count	*276*	*196*	*152*	*121*	*23*	*13*
% of respond -ents	*50*	*36*	*28*	*22*	*4*	*2*

This finding is interesting since it does not match the home language of respondents. For example, English is selected as a counselling option by some respondents whose home language is not English. English is actually the home language of only 1% of the sample (see table 4.4).

Table 4.14: General findings – use of counselling services

15	If DWAF provided confidential face-to-face counselling services (using whichever type of counsellors you prefer), for whom would you use it? *(You can tick more than one box for this answer)*			
	Referring	**Yourself**	**Family**	**Not use it**
Count	*370*	*394*	*249*	*17*
% of respond -ents	*67*	*71*	*45*	*3*

This finding is an indication that employees are likely to view the EAP in a very positive light. It is particularly heartening to note that 71% of the respondents in the sample, i.e. almost two thirds, express the intention to use the programme for themselves.

Table 4.14.1 - How managers would use counselling if provided by DWAF

15	If DWAF provided confidential face-to-face counselling services (using whichever type of counsellors you prefer), for whom would you use it? *(You can tick more than one box for this answer)*			
	Referring	**Yourself**	**Family**	**Not use it**
Managers (count of 14)	*11*	*4*	*5*	*1*
% of respond-ents	*79*	*29*	*36*	*7*

The way managers view an EAP is an important factor in the success or failure of implementing an EAP as noted in Masi's points regarding viable EAPs (see section 2.5.1). Their results are compared with other occupational groups and then discussed below:

The percentage of sampled managers who report that they would refer others for counselling is 79% compared to other occupational groups (55% of professionals, 59% of artisans, 65% of administrative workers and 69% of general workers). This is understandable since one could expect that managers would consider referral and dealing with their sub-ordinates' problems as a job function. It is encouraging to note that three quarters of the surveyed managers considered counselling an option for assisting sub-ordinates.

Twenty nine percent (29%) of the managers sampled said that they would use counselling for themselves. This is less than the other occupational groups, namely: professionals (48%), artisans (84%), administrative staff (65%) and general workers (69%). However 43% of managers have medical aid funds. They would thus have access to, and it is a possibility that they would make use of, external resources on a private basis without the involvement of DWAF. In fact managers responses to question 10 show that at the time of answering the questionnaire, managers would be most likely to turn to doctors (36%) followed by religious leaders (57%) and family members (50%) for assistance with

84

serious personal problems. Should an EAP be introduced, it would be important to market it well to managers so that the benefits of the service for themselves directly as well as for their sub-ordinates could be considered.

From the statistics shown for managers and the other occupational groups, it would appear that as a general rule, if one excludes artisans, the lower an employee's income the more likely they would be to use counselling for themselves.

Thirty six percent (36%) of managers said they would use counselling for their family members. This is a positive indication. The other occupational groups surveyed (45% of professionals, 54% of artisans, 42% of administrative workers and 45% of general workers), are even more likely to use counselling for their family members.

In general, managers are more likely to view counselling as a resource for their staff than for themselves and their family members. However, only 7% said they would not use counselling at all. When this is seen in the light of 75% of managers who would refer others to the service, it is probable that, on average, the management of DWAF: Northern Province is likely to support the implementation of an EAP for its employees. The challenge, if an EAP is implemented, will be to firstly provide an appropriate form of access and EAP services for managers, and secondly for them to personally experience the effectiveness of the service in their own lives and that of the organisation as a whole.

Table 4.15: General findings – use of 24-hour crisis line

16	If DWAF provided an anonymous 24-hour toll free crisis phone line for people to phone when they feel stressed, for whom would you use it? *(You can tick more than one box for this answer)*			
	Referring	**Yourself**	**Family**	**Not use it**
Count	*361*	*391*	*229*	*26*
Percent of respond -ents	*65*	*71*	*41*	*5*

The results for this question are similar to those regarding face-to-face counselling (see table 4.14).

Table 4.16: General findings – medical problems

17	How often do you experience health or medical problems (not HIV/AIDS)?			
	Never	**Sometimes**	**Quite often**	**All the time**
Count out of 549	*143*	*320*	*53*	*33*
Percent	*26*	*58*	*10*	*6*

This question was asked since sick leave and other forms of absence from work are not closely monitored, so it is difficult to obtain an up-to-date indication of employees' use of sick leave and the impact this has on the productivity of the organization (Maluleke 2000). This also relates to the researcher's earlier discussion regarding the slow introduction of a performance management system and computerized personnel record keeping system within DWAF: Northern Province (see section 1.7). The formulation of this question and the resulting findings shown in table 4.16 are not however very useful as they do not lend themselves to many applications with respect to EAP design.

Table 4.17: General findings – spouse/partner problems

18	How often do you experience problems with your husband, wife or partner?				
	Never	**Sometimes**	**Quite often**	**Most of the time**	**Do not have**
Count out of 550	*227*	*209*	*27*	*36*	*51*
Percent	*41*	*38*	*5*	*7*	*9*

These findings suggest a low level of perceived difficulty between marital or co-habiting partners. This finding may however be misleading in the light of the caution sounded by Cummings *et al.* that 'great finesse' is required 'in order to discover the presence of ... marital problems in an employee population' (1989:49). Since this questionnaire was designed to cover a wide range of concerns in broad detail, it is clear that the answers to this question are not sufficient to obtain an accurate view of the nature of the respondents' marital relationships.

Table 4.18: General findings – child problems

19	How often do you experience problems with your children?				
	Never	**Sometimes**	**Quite often**	**Most of the time**	**Do not have**
Count out of 550	*320*	*173*	*24*	*29*	*4*
Percent	*58*	*32*	*4*	*5*	*1*

The finding for this question is similar to the one for marital problems shown above (see table 4.17).

Table 4.19: General findings – other family problems

20	How often do you experience other family problems?			
	Never	**Sometimes**	**Quite often**	**Most of the time**
Count out of 550	246	252	29	23
Percent	45	46	5	4

Again, the aggregated responses to this question are similar to the ones regarding marital and parent child relationships, as is to be expected if the questions are answered consistently, since this category covers a similar area to that covered in questions 18 and 19.

Table 4.20: General findings – depression

21	How often do you experience feelings of depression?			
	Never	**Sometimes**	**Quite often**	**Most of the time**
Count out of 549	194	270	43	42
Percent	35	49	8	8

Whilst this finding is not necessarily disturbing as people may define depression in different ways, the finding that almost half the sample (49%) report that they experience feelings of depression "sometimes" suggests that a large number of employees could benefit from an EAP during their times of feeling "depressed."

Table 4.21: General findings – fear of HIV/AIDS

22	How often do you experience fears about having or catching HIV/AIDS?			
	Never	**Sometimes**	**Quite often**	**Most of the time**
Count out of 550	218	122	56	154
Percent	40	22	10	28

This finding indicates that 40% of the sample "never" experiences fears about HIV/AIDS. However it is interesting to note that only 9% of the sample would not attend any workshops regarding HIV/AIDS (see table 4.22).

Table 4.22: General findings – preferred information on HIV/AIDS

23	Would you like HIV/AIDS information regarding any of the following issues? *(You can tick more than one box for this answer)*				
	Protection	Having a test	Test results	Medical treatment	Living with HIV
Count	357	232	221	329	205
% of respondents	65	42	40	60	37
	Emotional impact	Impact on others	Employment status	No information	
Count	172	173	190	50	
% of respondents	31	31	34	9	

The response to this question indicates a high level of interest in workshops regarding HIV/AIDS. It is interesting to note that at this stage of the HIV/AIDS pandemic 65% of the respondents are still in need of information regarding how to protect themselves from the HI virus.

Table 4.23: General findings – retiring

24	Do you have fears about retiring?			
	Never	Sometimes	Quite often	Most of the time
Count out of 550	202	107	68	173
Percent	37	20	12	31

It is worrying to note that almost a third (31%) of the sample worry about retiring 'most of the time'. The discussion regarding employees past retirement age who still work for DWAF is further cause to take special note of the need for retirement planning as a special focus area for a DWAF: Northern Province EAP (see table 4.1 and 4.4.11).

A further comparison between this question and question 1 reveals that 20% of this research sample have passed retirement age and yet remain working for DWAF. The respondents represented in table 4.23.1 are employees who fall into the category of general worker and are thus not considered employees from scarce occupational classes.

Table 4.23.1 - 65+ general workers' (g.w.'s) fears regarding retirement

Do you have fears about retiring?				
24	Never	Sometimes	Quite Often	Most of the time
65+ g.w.'s	7	2	3	0
Percent based on count of 12	58	17	25	0

Without further research one can only speculate as to the reasons for some of these responses. For example, the 38% who reportedly "never" worry about retirement though they should already be retired, is puzzling. It may be that these employees never wish to retire. Experience may have taught them that employees can continue working past retirement without their age being detected.

In a personal interview with the researcher, Matukane (2001) noted that the reason for this might be that DWAF has been notoriously slow in paying out pensions once employees retire and in some cases people have been known to die before they receive their pensions. This is apparently a problem in other government departments too. Within DWAF, even after retired employees' deaths, the dependants of some former employees have struggled to receive their payouts. This issue has recently received attention and a special task team has been set up to address the backlog of employees who have not received their pensions. The concerted effort to address this ' scandal of unpaid pensions' has even been prioritized by the Minister of DWAF(DWAF 2001g:3).

Matukane (2001) also explained that in most cases the delay in paying out pensions to deceased employees' dependents, is due to the lack of

documentation such as marriage and birth certificates and confusion regarding which wife (where the employee had more than one partner) is the legitimate pension beneficiary, where many claims are made on the pension.

Thus, the issue of retirement is definitely an administrative challenge within DWAF. It may also be beneficial to conduct special EAP focus groups to investigate this matter further and to conduct workshops with employees nearing and past retirement age in order to assist them on a variety of levels in preparing for a new stage of life, namely retirement.

Table 4.24: General findings – retrenchment

25	Do you have fears about being retrenched?			
	Never	Sometimes	Quite often	Most of the time
Count out of 549	176	106	61	206
Percent	32	19	11	38

The percentage of employees who fear 'most of the time' (38%) represents the second most prevalent problem area which an EAP would need to address in DWAF: Northern Province.

Table 4.25: General findings – drug or alcohol problems

26	Do you experience alcohol or drug problems of your own or a close family member?			
	Never	Sometimes	Quite often	Most of the time
Count out of 550	432	77	17	24
Percent	79	14	3	4

Though question twenty six (26) appears confusing at face value as it asks about the frequency with which the respondent "or a close family member' experience "alcohol or drug problems". In this instance the researcher purposely grouped these alternatives within one category in order to make the questions vague and non-threatening. The purpose was not to differentiate

91

between the numbers of employees as opposed to family members who suffer from alcohol or drug problems. Rather, the aim was to discover the extent to which therapists skilled in handling substance abuse (which covers both alcoholism and drug abuse) and the related co-dependency issues of family members, was likely to be needed.

Since, according to DiNitto (Gould & Smith 1988), lying about or minimizing substance abuse habits is usually part of the clinical picture of substance abuse, it is possible that the percentage of employees actually affected by substance problems, could be higher (77-78). Thus those who report experiencing such problems 'sometimes' (14%) may have a significant need for assistance.

When one combines this answer with those who answered 'quite often' and 'most of the time' to reach a total of 21%, it is likely that substance abuse treatment and support for family members of substance abusers will be an important aspect of an EAP for DWAF: Northern Province. According to American statistics put out by the National Council on Alcoholism, approximately 10% to15% of the general workforce is chemically impaired (Cummings et al. 1989:43).

If a similar rate of alcoholism applies in South Africa, then the finding regarding 14% of employees who 'sometimes' experience problems with alcoholism and drugs might turn out to be a realistic indication of the actual scope of the substance abuse problem within DWAF.

It is however important to take into consideration the view of Cummings et al. (1989:49) that in order to discover the presence of substance abuse ... in an employee population considerable 'finesse' is required.

Table 4.26: General findings – legal problems

27	Do you experience legal problems?			
	Never	**Sometimes**	**Quite often**	**Most of the time**
Count out of 550	*379*	*129*	*23*	*19*
Percent	*69*	*24*	*4*	*3*

According to this finding, legal services do not appear to need major focus within an EAP for DWAF: Northern Province.

Table 4.27: General findings – financial problems

28	Do you experience any money/financial problems?			
	Never	**Sometimes**	**Quite often**	**Most of the time**
Count out of 550	*99*	*126*	*115*	*210*
Percent	*18*	*23*	*21*	*38*

This finding is disturbing and indicates a need for further investigation in this area as well as workshops as requested by 68% of respondents in question 11 (see table 4.10). An EAP for DWAF: Northern Province would also need to offer counselling by well-trained EAP therapists able to deal with financial concerns.

Table 4.28: General findings – violent crime

29	Have you or a close family member ever been the victim of a violent crime?	
	Yes	**No**
Count out of 549	*90*	*459*
Percent	*16*	*84*

This finding indicates a low level of exposure to violent crime amongst the sample.

Table 4.29: General findings – work-related stress

30	Do you sometimes experience work-related stress because of any of the following issues? (You can tick more than one box for this answer)						
	EE Fears [1]	Abuse [2]	Payment [3]	Living away [4]	Sexual harassment	Other	None
Count	54	114	296	124	11	29	166
% of respond-ents	10	21	54	22	2	5	30

The full version of the categories denoted above by one or two words are shown below as footnotes. This finding shows that the practical problem of getting paid what they feel they deserve is uppermost on more than half (54%) of the respondents' minds. This also links to the fact that financial problems are the most prevalent problem area uncovered in this study (see section 4.3.2 a). Similarly, the area in which most employees (68%) want workshops is regarding managing their money, budgeting etc. (see table 4.10)

Table 4.30: General finding – fears regarding transfer

31	Do you worry about being transferred to a Municipality, Water Board, or Catchment Management Agency?			
	Never	Sometimes	Quite often	Most of the time
Count out of 542	339	93	37	81
Percent	61	17	7	15

At face value this finding appears to indicate that few employees are concerned about being transferred. However a closer look at the break down of the sub-groups' answers to this question shows that some groups, such as employees in the area offices, are much more concerned on this score than the sample as a whole. Also the fact that 43% of the sample wish to attend workshops

---

[1] Fears about promotion prospects or job security due to Employment Equity practices
[2] Physical or verbal abuse by superiors
[3] Payment, promotion or merit problems
[4] Living far away from your husband, wife or children

94

regarding transfer issues indicates a reasonably high level of interest in this area.

4.3 Summary of General Findings

DWAF had 7,381 employees in the Northern Province listed on the Persal system used by Human Resources in March 2001. Of these, only 28% are female. The majority of employees (71%) are general workers and 79% have educational levels of Std 7 and lower. It is also at the lower occupational levels that staff fear retrenchment (38%) the most. Most employees are married (70%), with the largest age group being 45-54 years (36%). The vast majority of DWAF's employees (83%) do not have access to a medical aid scheme, either as members or dependents.

4.3.1 Preferences for an EAP

Ninety seven percent (97%) of employees feel that an EAP would have a positive impact on their well-being and work performance. Seventy nine percent (79%) of employees would prefer to be counselled by a professional employed by DWAF, as opposed to an outside service provider. The majority of employees would prefer to be counselled in one of the dominant languages of the Northern Province (Sepedi – 50%; Xitsonga – 36%; and Tshivenda – 28%; allowing for double-counts of persons fluent in more than one language). However, a significant minority (22%) is comfortable to be counselled in English, even though it may not be their mother tongue.

Not only would the majority of DWAF employees use face-to-face counselling for themselves (71%), but they would also refer colleagues and subordinates (67%). The same applies to the willingness of DWAF employees to make use of a 24-hour crisis phone line, both for themselves (71%) as well as colleagues and subordinates (65%).

4.3.2 Most and Least Common Problems

The five most prevalent problems amongst employees in the region are:

(a) Financial problems (38% experience this 'most of the time');

(b) Fears regarding retrenchment (38% experience this 'most of the time');

(c) Fears about retiring (31% experience this 'most of the time');

(d) Having or catching HIV/AIDS (28% experience this 'most of the time');

(e) Fears about transfer (15% experience this 'most of the time').

The five least prevalent problems reported amongst employees in the region are:

(a) Alcohol or drug problems (79% experience this 'never');

(b) Legal problems (69% experience this 'never');

(c) Problems with children (58% experience this 'never');

(d) Problems with husband, wife or partner (41% experience this 'never'); and

(e) Depression (35% experience this 'never').

This profile of problems found in the Northern Province of South Africa is significantly different to those reported in international EAP needs assessments, where, particularly in the USA, personal financial management does not seem at all important, while alcohol and drug problems top the list of the needs of employees.

The general findings for the Northern Province as a whole, specifically the large number of employees (83%) who do not have access, whether as members or dependents, to the benefits of any medical aid scheme, suggest that a full function EAP service model is required. Some EAP service models offer only assessment and referral services, which are not appropriate in this case because the vast majority of DWAF employees would not be able to afford the private services to which they were referred.

The findings indicate that many DWAF employees, when faced with personal problems at this point (i.e. pre-EAP), turn to informal sources of assistance, such as family members (60%), religious leaders (30%), colleagues (19%), and friends (16%). In fact, only 3% reported turning to a private practitioner for counselling to help them with their personal problems. A full function EAP would thus ensure that the appropriate practitioners are both available (in rural areas) and accessible (i.e. available free of charge to the employee).

4.3.3 Most Needed Educational Programmes

The majority of DWAF employees indicated that, in addition to their clinical needs, they would also like to participate in several education programmes or workshops. The most popular programmes are:

(a) Personal financial management (68%);

(b) HIV/AIDS (51%);

(c) Marriage, family and child issues (45%); and

(d) Transfer issues (43%).

In terms of HIV/AIDS specifically, the employees of DWAF in the Northern Province would like to learn about:

(a) How to protect themselves from catching HIV/AIDS (65%);

(b) The medical treatment available for people living with HIV/AIDS (60%);

(c) The advantages and disadvantages of having an HIV test (42%);

(d) How to fully understand HIV/AIDS test results (40%); and

(e) Their employment status and rights as an HIV+ worker (34%).

4.4 Findings for Sub-Groups

Cross tabulation on the whole data set revealed no statistically significant differences between any of the sub-groups and the sample as a whole *on all questions.* Table 4.4.1 shows the overall profile of findings for the Northern Province as a whole as correlated with the profiles of the scores of each of the 26 sub-groups identified in this study. This summary of part of the computer generated cross tabulation of results is presented in the table below:

Table 4.31: Correlations between scores of sub-groups and whole province

Sub-Groups		Northern Province As a whole
District	(a) Area Offices	0.926
	(b) Central	0.916
	(c) Lowveld	0.941
	(d) Northern	0.909
	(e) Regional Office	0.775
	(f) Southern	0.867
	(g) Western	0.908
Gender	(h) Male	0.997
	(i) Female	0.984
Education	(j) Degree	0.712
	(k) Diploma	0.848
	(l) Certificate	0.741
	(m) Std 10	0.920
	(n) Std 7	0.972
	(o) Below Std 7	0.990
Age	(p) 16 – 34 years	0.946
	(q) 35 – 44 years	0.982
	(r) 45 – 54 years	0.991
	(s) 55 – 60 years	0.979
	(t) 60 – 64 years	0.950
	(u) 65+ years	0.843
Occupational Level	(v) Manager	0.861
	(w) Professional	0.921
	(x) Artisan	0.943
	(y) Administrative	0.896
	(z) General worker	0.994

All the correlation co-efficients indicate that there is a statistically significant relationship between the distribution of scores of each of the 26 sub-groups and the overall scores for the Northern Province as a whole. In other words, there are no important differences between the felt needs and perceptions of any one sub-group and the sample representing the Northern Province as a whole.

However, there are a few isolated differences that, while they do not skew the distribution of scores for any one of the sub-groups as a whole, deserve to be noted. For the sake of continuity, the sub-groups for gender, age and office or occupational level or educational level, are shown in order to compare these subgroups on a few questions where isolated differences occur. These are shown below in table form showing percentages[5] of sub-groups who choose various options.

Table 4.32 - Comparison between various subgroups regarding the percentage of respondents who choose to consult a family member when faced with serious personal problems.

Q 10	Choice to consult a family member						
Gender	Male	Female					
	62%	55%					
Age	16-34	35-44	45-55	56-60	60-64	65+	
	55%	61%	55%	67%	64%	80%	
Office	Area offices	Central	Lowveld	Northern	Regional	Southern	Western
	77%	80%	53%	40%	64%	85%	82%

A high proportion of respondents in the Southern (85%), Western (82%), and Central (80%) Districts would consult a family member in times of trouble, while significantly fewer would do so in the Northern (40%) and Lowveld (53%) Districts;

---

5 Note that as with the tables in section 4.2, the percentages in this section usually do not add up to 100%, as the respondents were able to choose more than one answer per question and the subset picked out is only one option from a variety of choices for a particular question.

Table 4.33 - Comparison between various subgroups and preference for choosing to see a psychologist for serious personal problems

Q 10	Choice to consult a Psychologist					
Gender	**Male**	**Female**				
	3%	3%				
Age	**16-34**	**35-44**	**45-55**	**56-60**	**60-64**	**65+**
	2%	5%	3%	1%	3%	0%
Education	**Degree**	**Diploma**	**Certificate**	**Std 10**	**Std 7**	**Below Std 7**
	0%	10%	33%	7%	2%	1%

Very few respondents at either extreme of the educational scales (0% or people with degrees and 1% of people with less than Std 7) would consult a private psychologist in times of trouble, while more respondents in the middle of the educational scale (33% of people with certificates) would;

Table 4.34- Comparison between various subgroups and the choice to see a traditional healer in times of trouble.

Q 10	Choice to consult a Traditional Healer					
Gender	**Male**	**Female**				
	20%	15%				
Age	**16-34**	**35-44**	**45-55**	**56-60**	**60-64**	**65+**
	4%	12%	19%	28%	22%	33%
Occupation	**Manager**	**Professional**	**Artisan**	**Admin.**	**General worker**	
	0%	5%	19%	12%	22%	
Education	**Degree**	**Diploma**	**Certificate**	**Std 10**	**Std 7**	**Below Std 7**
	11%	10%	11%	3%	14%	24%

Very few respondents of a relatively young age (4% of people aged between 16 – 34) or high rank (0% of managers) would consult a traditional healer in times of trouble, while more respondents of old age (33% of people aged 65 years or older) and low rank (22% of general workers) would;

101

Table 4.35 - Comparison between various subgroups and interest in attending Personal Financial management workshops

Q 11	Interest in Attending Personal Financial Management Workshops					
Gender	**Male**	**Female**				
	67%	69%				
Age	**16-34**	**35-44**	**45-55**	**56-60**	**60-64**	**65+**
	60%	70%	73%	66%	61%	33%
Education	**Degree**	**Diploma**	**Certificate**	**Std 10**	**Std 7**	**Below Std 7**
	57%	77%	67%	67%	72%	66%

Respondents at opposite extremes of the education scale generally feel a need for similar training in personal financial management (57% of people with degrees and 66% of people with less than Std 7).

Table 4.36 - Comparison between various subgroups and interest in attending workshops on HIV/AIDS.

Q 11	Interest in Attending Workshops on HIV/AIDS						
Gender	**Male**	**Female**					
	50%	52%					
Age	**16-34**	**35-44**	**45-55**	**56-60**	**60-64**	**65+**	
	60%	56%	48%	46%	47%	40%	
Occupation	**Manager**	**Professional**	**Artisan**	**Admin.**	**General worker**		
	43%	55%	51%	70%	47%		
Education	**Degree**	**Diploma**	**Certificate**	**Std 10**	**Std 7**	**Below Std 7**	
	56%	48%	44%	56%	57%	48%	
Office	**Area offices**	**Central**	**Lowveld**	**Northern**	**Regional**	**Southern**	**Western**
	48%	53%	44%	51%	55%	62%	55%

Respondents at opposite extremes of the education scale generally feel a need for similar training in HIV/AIDS (56% of people with degrees and 48% of people with less than Std 7);

Table 4.37 - Comparison between various subgroups and interest in attending workshops on transfer issues.

Q 11	Interest in attending Workshops on Transfer issues					
Gender	Male	Female				
	46%	38%				
Age	16-34	35-44	45-55	56-60	60-64	65+
	42%	38%	46%	49%	50%	33%
Occupation	Manager	Professional	Artisan	Admin.	General worker	
	71%	26%	43%	56%	42%	
Education	Degree	Diploma	Certificate	Std 10	Std 7	Below Std 7
	44%	32%	78%	46%	43%	43%

Respondents at opposite extremes of the education scale generally feel a need for similar training on transfer issues [44% of people with degrees and 43% of people with less than Std 7 and those drawn from management (71%) show the highest level of interest in transfer issues.]

Table 4.38 - Comparison between various sub-groups regarding their preference for an external or combination EAP model

Q 12	Preference for External or Combination model of EAP					
Gender	Male	Female				
	10%	4%				
Age	16-34	35-44	45-55	56-60	60-64	65+
	15%	7%	10%	4%	6%	7%
Occupation	Manager	Professional	Artisan	Admin.	General worker	
	50%	31%	31%	36%	12%	
Education	Degree	Diploma	Certificate	Std 10	Std 7	Below Std 7
	66%	61%	78%	46%	13%	13%
Office	Area offices	Central	Lowveld	Northern	Regional	Southern	Western
	36%	23%	23%	15%	83%	12%	36%

The majority of respondents based in the regional office (83%), and/or with degrees (66%) or diplomas (61%) would prefer an external EAP service provider or the combination model, while only a minority in the Northern Province as a whole (21%) prefers these choices.

Table 4.39 - Comparison of various subgroups' preference for counselling to be conducted in English.

Q 14	Preference for Counselling in English						
Gender	**Male**	**Female**					
	25%	14%					
Age	**16-34**	**35-44**	**45-55**	**56-60**	**60-64**	**65+**	
	21%	24%	9%	6%	3%	0%	
Education	**Degree**	**Diploma**	**Certificate**	**Std 10**	**Std 7**	**Below Std 7**	
	89%	65%	78%	64%	22%	7%	
Office	**Area offices**	**Central**	**Lowveld**	**Northern**	**Regional**	**Southern**	**Western**
	3%	18%	30%	19%	55%	10%	45%

A higher number of respondents in the Regional Office (55%), with degrees (89%) and diplomas (65%) and managers (64%), would prefer to be counselled in English rather than their mother tongue, as compared to a much small proportion (22%) in the Northern Province as a whole.

Table 4.40 - Comparison of various subgroups regarding their frequent fear of HIV/AIDS

Q 22	Those who fear having or catching HIV/AIDS "most of the time"						
Gender	**Male**	**Female**					
	27%	31%					
Age	**16-34**	**35-44**	**45-55**	**56-60**	**60-64**	**65+**	
	19%	27%	36%	23%	25%	0	
Office	**Area offices**	**Central**	**Lowveld**	**Northern**	**Regional**	**Southern**	**Western**
	58%	14%	39%	32%	18%	3%	5%

Many respondents (58%) in the Area Offices are scared most of the time about having or catching HIV/AIDS, whereas only 3% in the Southern District have this fear 'most of the time'. No respondents older than 65 years (0%) ever have this fear.

Table 4.41 - Comparison of various subgroups regarding their frequent fear of retiring

Q 24	Those who fear retiring "Most of the time"						
Gender	Male	Female					
	29%	37%					
Age	16-34	35-44	45-55	56-60	60-64	65+	
	19%	28%	40%	36%	17%	7%	
Occupation	Manager	Professional	Artisan	Admin.	General worker		
	43%	21%	30%	23%	34%		
Education	Degree	Diploma	Certificate	Std 10	Std 7	Below Std 7	
	11%	23%	11%	23%	42%	32%	
Office	Area offices	Central	Lowveld	Northern	Regional	Southern	Western
	42%	12%	41%	46%	9%	1%	0%

A little less than half of the managers (43%) report fearing retiring 'most of the time'. These fears of managers need to be addressed within the EAP as they are likely to be linked to high levels of stress amongst managers who are required to drive the restructuring process, yet are themselves very personally affected by any decisions made.

Table 4.42 - Comparison of various subgroups for their retrenchment fears

Q 25	Those who fear being retrenched "Most of the time"						
Gender	Male	Female					
	36%	41%					
Age	16-34	35-44	45-55	56-60	60-64	65+	
	25%	40%	43%	40%	19%	7%	
Occupation	Manager	Professional	Artisan	Admin.	General worker		
	43%	31%	38%	36%	38%		
Education	Degree	Diploma	Certificate	Std 10	Std 7	Below Std 7	
	33%	29%	33%	34%	53%	35%	
Office	Area offices	Central	Lowveld	Northern	Regional	Southern	Western
	48%	15%	49%	55%	18%	1%	0%

Very few respondents in the Western (0%) and Southern (1%) Districts have fears 'most of the time' about retiring or being retrenched, while many more in the Northern (55%), Area Offices (48%), and Lowveld (49%) Districts do;
The majority of respondents (73%) of age 65 years or more (i.e. already over the final retirement age) report 'never' or 'sometimes' feeling any fears about retirement or retrenchment.

It is informative to note that 43% of managers and 33% of degreed employees surveyed report that they fear retrenchment "most of the time". This shows that rank and educational level does not necessarily protect employees from such concerns.

Table 4.43 - The experience of alcohol and drug related problems.

Q 26	The sum of those who experience alcohol or drug related problems of their own or a close family member " Quite Often" or " Most of the time"						
Gender	Male	Female					
	6%	10%					
Age	16-34	35-44	45-55	56-60	60-64	65+	
	4%	12%	5%	5%	12%	20%	
Occupation	Manager	Professional	Artisan	Admin.	General worker		
	0%	19%	3%	14%	6%		
Office	Area offices	Central	Lowveld	Northern	Regional	Southern	Western
	6%	13%	6%	7%	18%	4%	14%

Somewhat more professionals (19%) appear to struggle with alcohol or drug problems 'quite often' or 'most of the time', than the norm (7%) for the Northern Province sample as a whole.

Table 4.44 - Comparison of various subgroups regarding their general mental health as measured by the lack of reported episodes of feelings of depression.

Q 21	Responses regarding "never" suffering from depression						
Gender	**Male**	**Female**					
	35%	36%					
Age	**16-34**	**35-44**	**45-55**	**56-60**	**60-64**	**65+**	
	26%	32%	37%	35%	42%	60%	
Office	**Area offices**	**Central**	**Lowveld**	**Northern**	**Regional**	**Southern**	**Western**
	26%	41%	18%	40%	18%	63%	41%

Generally, the findings of this research indicate that respondents in the Southern District report the lowest levels of problems. For example 29% 'never' experience health problems; 65% 'never' experience problems with their husband, wife or partner; 78% 'never' experience problems with their children and 64% 'never' experience other family problems.

These findings link to the ones for question twenty one (21) that show that 63% of respondents form Southern district also 'never' report feeling depressed. On this score the Southern District subgroup is followed by the subgroup of respondents past the age of normal retirement where 60% of the 65 years and older age group in the sample "never" experience feeling of depression.

Many respondents at all demographic levels seem to experience financial problems 'most of the time', such as 38% of males, 39% of females, 33% of respondents with degrees, 39% of people with less than Std 7, 37% of people aged 16 – 34 years, 47% of people aged 65 years or more, 29% of managers and 42% of general workers. Problems with personal financial management appear to be a universal problem not limited to any particular sub-group.

Table 4.45 - Comparison of subgroups regarding fears about being transferred

Q 31	The sum of those who worry about being transferred "Quite Often" and " Most of the time"						
Gender	Male	Female					
	21%	21%					
Age	16-34	35-44	45-55	56-60	60-64	65+	
	15%	19%	21%	29%	28%	26%	
Occupation	Manager	Professional	Artisan	Admin.	General worker		
	7%	23%	19%	22%	22%		
Office	Area offices	Central	Lowveld	Northern	Regional	Southern	Western
	32%	11%	25%	20%	0%	20%	27%

No respondents in the Regional Office (0%) worry about transfer to another agency 'quite often' or 'most of the time', while many more (32%) in the Area Offices do so. This is realistic as Area office staff are earmarked to be transferred to Catchment Management Agencies, whilst most of Regional Office Staff will probably remain in DWAF though their function will change in line with DWAF's new regulatory role. District staff are targeted for transfer to Local government, however it is not yet known what proportion (if any) of staff will remain, if at all, in the district offices.

4.5 Overall Summary and Application

In terms of EAP design, the differences between the findings for the vast majority of general workers spread throughout the Northern Province, and the findings for the managers situated in the area and regional offices are most striking. This difference suggests that the total needs of DWAF employees might best be met through two different, but complementary, programmes. These are an internal 'employee assistance programme' (EAP) for the majority of workers, and an external 'managers' assistance programme' (MAP) for the managers. The MAP could be 'external' in the sense that DWAF is already subsidizing the managers' membership of medical aid schemes, and the benefits offered by these schemes could be used by the managers to engage the services of private practitioners of their own choice.

Any model of EAP that might be developed for DWAF employees in the Northern Province would have to take into account the fact that the vast majority of employees are not covered by any medical aid scheme, whether as members or dependents. This means that DWAF would have to 'foot the bill' for any EAP services delivered to these employees. Furthermore, the majority of employees would prefer these services to be provided by internal DWAF counsellors in the various home languages of the province.

In contrast to this general picture, the employees of higher rank, usually based in the area and regional offices, are usually found to be members of medical aid schemes. This subset of higher ranking employees would prefer counselling services to be provided by practitioners external to DWAF (or a combined internal/external model), and are comfortable for these services to be provided in English.

Chapter 5

Conclusion and Recommendations for an EAP

5.1 Introduction

This chapter reviews the objectives and assumptions of the study, summarizes the main findings, evaluates the significance of the study, and proposes recommendations for the design and implementation of an EAP for DWAF in the Northern Province.

5.2 Review of Objectives

Stakeholders within the Department of Water Affairs and Forestry have noticed that some of their employees are impaired by personal problems that impact negatively on the social functioning and work performance of the employees. This results in DWAF's service standards, in terms of the *Batho Pele* programme, not being achieved.

Accordingly, this study aimed to assess the felt needs and preferences of a representative sample of DWAF employees in the Northern Province for the purpose of designing and implementing an EAP.

More specifically, this study set out to achieve certain objectives. These were to:

(a) Review the literature on EAPs in general and needs assessments in particular;

(b) Design, pilot, and translate a South African Government Employees Needs Assessment (SAGENA) data collection instrument;

110

(c) Collect data from a stratified, random sample of DWAF employees representing all 30 paypoints throughout the province; and

(d) Analyse the data in such as way that the findings can inform the future design and implementation of an EAP.

This study achieved each of these four objectives successfully. These objectives were specified in order for this study to collect and analyse data that would make it possible to check if the following assumptions were valid:

(a) That a significant proportion of the total employees of DWAF in the Northern Province experience personal problems that impact negatively on their work performance;

(b) That these problems include finances, HIV/AIDS, transfer and retrenchment, alcohol and drugs, and family, marriage and child problems; and

(c) That the majority of DWAF employees in the Northern Province would like to address their problems in a work-based context by making use of the services of an EAP.

The findings of this study indicate that all three of these assumptions are valid with a minor modification to assumption (b), namely that alcohol and drug-related problems were reported as one of the least problematic issues by the respondents.

5.3 Summary of Main Findings

After developing the SAGENA instrument and collecting and analysing data, this study found that the pattern of results for the Northern Province as a whole

111

correlated very strongly with the patterns of results for sub-groups separated out according to paypoints, occupational levels, gender, and age.

The essence of these findings is that:

(a) 97% of employees feel that an EAP would have a positive impact on their well-being and work performance;

(b) 79% of employees would prefer to be counselled by a professional employed by DWAF, as opposed to an outside service provider;

(c) The majority of employees would prefer to be counselled in one of the dominant languages of the Northern Province (Sepedi – 50%; Xitsonga – 36%; and Tshivenda – 28% allowing for double-counts of persons fluent in more than one language);

(d) A significant minority (22%), mostly consisting of managers and regional office staff, are comfortable to be counselled in English, even though it may not be their mother tongue, and would prefer external practitioners;

(e) Most DWAF staff would use both face-to-face counselling for themselves (71%) and to refer their colleagues and subordinates (67%). The same applies to the willingness of DWAF employees to make use of a 24-hour crisis phone line, both for themselves (71%) as well as colleagues and subordinates (65%);

(f) The five most prevalent problems amongst employees in the region are financial problems, fears regarding retrenchment, fears about retiring, fears about having or catching HIV/AIDS, and fears about transfer;

(g) The five least prevalent problems amongst employees in the region are alcohol or drug problems, legal problems, problems with children, problems with husband, wife or partner, and depression;

(h) In addition, the majority of DWAF employees indicated that they would also appreciate education programmes or workshops on personal financial management, HIV/AIDS, marriage, family and child issues, and transfer issues.

This profile of problems found in the Northern Province of South Africa is significantly different to those reported in international EAP needs assessments, particularly in the USA. In these contexts, alcohol and drug problems tops the list of employees' problems, while issues such as personal financial management do not seem at all important.

The general results also suggest that DWAF should offer a full function EAP service to its employees. The results from the managers based at the area and regional offices further suggest that DWAF while might offer a full function internal EAP to the majority of its general workers, it could also offer an 'assess and refer' external EAP to its managers.

5.4 Significance of the Study

This needs assessment for an EAP amongst DWAF employees in the Northern Province is significant for five reasons:

(a) Firstly, it is the first formal EAP needs assessment conducted in any national, provincial, or local government department in the Northern Province;

(b) Secondly, the SAGENA instrument was translated into, and the data was collected by fieldworkers in, all the main languages of the Northern Province, i.e. Sepedi, Xitsonga, Tshivenda, Afrikaans, and English;

(c) Thirdly, the study reports on findings collected from a sample of 550 respondents, which is particularly large when compared to a sample of 75 respondents for the CONA (Roberts-DeGennaro *et al.* 1986), for example;

(d) Fourthly, the design of the study, i.e. using externally contracted fieldworkers to conduct face-to-face interviews on site yielded a response rate of 94%, which is significantly higher than other studies such as the response rate of 4% for the NAS survey (Cummings *et al.* 1989) and that of 26% for the Southern California needs assessment (Roberts-DeGennaro, 1989);

(e) Finally, the findings reflect a uniquely South African profile of employees' needs that differs in several significant aspects from the profiles of EAP problems in the USA (and hence much of the published literature).

5.5 Recommendations

With specific reference to DWAF in the Northern Province, both the general findings for the whole province and the specific findings for the sub-groups suggest that:

(a) DWAF needs to establish a full function EAP to assist its employees with personal problems that impact negatively on their performance in the work place;

(b) The core business of the EAP should be funded by DWAF as the majority of employees who require the services of the EAP do not have access to medical aid schemes;

(c) Most of the professional and administrative staff in the EAP should be employed by DWAF;

(d) The professional staff on the EAP team should be able to communicate in English, Sepedi, Xitsonga, and Tshivenda;

(e) The professional staff on the EAP team should be able to offer both (therapeutic) clinical counselling and (preventative) educational workshops;

(f) The professional staff on the EAP team should be able to deal competently with personal financial management, HIV/AIDS, transfer, retirement, and retrenchment issues, and marriage, family and child problems;

(g) A separate 'assess and refer' arrangement should be made for management and regional office staff, who prefer external EAP service providers, who prefer counselling in English, and who have additional problems related to alcohol and drugs, and sexual harassment, for example.

Given the different numbers of employees in the different DWAF districts in the Northern Province, and the different levels of problems prevalent in each district, it would appear cost-effective, initially, to employ four full-time professional staff for the DWAF EAP in the Northern Province as follows:

Table 5.1: EAP staff proposed for DWAF: Northern Province

District	Professional EAP Staff	Language Fluency	Possible Location
Northern	1	Tshivenda	Thohoyandou
Lowveld	1	Xitsonga	Giyani
Central	1	Sepedi	Lebowakgomo
Southern			
Western			
Regional	1	English	Pietersburg
Area Offices			
Liaison with external EAP			

This largely internal EAP model and the focus points and staffing approach recommended is based on the prevalent languages in the listed areas and the preferences of the staff in various offices as noted in the SAGENA findings.

Nonetheless, the final design of an EAP for DWAF: Northern Province and the decision as to whether and how an EAP should be implemented should not made in isolation.

This study has focused on assessing the needs and preferences of the intended beneficiaries of the EAP.

These findings should now be contextualized and interpreted in the light of the other two elements of needs assessment: firstly, a constraints assessment of the limitations and obstacles that could impact negatively on the intended programme, and secondly, a resource assessment of the human, financial and logistical capacity of DWAF to provide the intended EAP.

Bibliography

Babbie, E. 1990. *Survey research methods. 2ⁿᵈ edition.* Belmont, CA: Wadsworth.

Bailey, K. D. 1994. *Methods of social research. 4ᵗʰ edition.* New York: The Free Press.

Berg, I. K. & Miller, S. D. 1992. *Working with the problem drinker: A solution-focused approach.* New York: Norton and Co.

Berman, P.S.; Sulsky, L.; Pargament, K.; Balzer, W.K.; Kausch, D. 1991. The role of needs assessment in the design of an employee assistance program: A case study. *Employee Assistance Quarterly.* 6(3): 21 – 35.

Blaze-Temple, D. & Howat, P. 1997. Cost-benefit of an Australian EAP. *Employee Assistance Quarterly.* 12(3): 1 – 24.

Budram, P. 2000. Chairperson of EAP-SA. Personal Interview. September 2000.

Burger, M. 1992. *Reference techniques.* University of South Africa: Pretoria.

Carroll, M. 1996. *Workplace counselling.* London: Sage.

Church, A. H. and Waclawski, J. 1998. *Designing and using organizational surveys.* Aldershot: Gower.

Collins, KJ. N.d. *Guidelines for masters and doctoral proposals.* Pretoria: University of South Africa.

Conference Board. 1993. *Work-family needs: Leading corporations respond.* New York: The Conference Board.

Csiernik, R. 1997. The relationship between program developers and delivery of occupational assistance. *Employee Assistance Quarterly* 13(2): 31 – 53.

Cummings, P ; Rosenkjar, S ; Barash, S. 1989. Needs assessment: One EAP's experience. *EAP Digest* March/April: 41 – 49.

Denscombe, M. 1998. *The good research guide: For small-scale social research projects.* Buckingham: Open University Press.

Department of Public Service and Administration. 1997. *The White Paper on Transforming Public Service Delivery (Batho Pele).* Gazette Notice 1459 of 1997. Pretoria: Government Printers.

Department of Water Affairs and Forestry. 2000a. *Employment Equity Plan.* Pretoria: DWAF.

Department of Water Affairs and Forestry. 2000b. Minutes of the Management Committee Meeting (MANCO). 12 July 2000.

Department of Water Affairs & Forestry. 2000 c. Minutes of the Northern Province Management Committee meeting. 26 June 2000.

Department of Water Affairs & Forestry. 2000d. Minutes of the Northern Province Transformation Forum Meeting. 4 July 2000.

Department of Water Affairs and Forestry. 2001a. *Business Case for the Establishment of an Employee Assistance Programme within the Department of Water Affairs and Forestry.* Sub-directorate:

Department of Water Affairs and Forestry. 2001b. *HIV/AIDS Policy.* Pretoria: DWAF.

Department of Water Affairs & Forestry. 2001c. *Hlati-Manzi* (Staff Newsletter).

Department of Water Affairs and Forestry. 2001d. *Human Resource Transformation Projects Progress Report.* Pretoria: DWAF.

Department of Water Affairs and Forestry. 2001e. Informal Debriefing Sessions with research fieldworkers. June 2001.

Department of Water Affairs and Forestry. 2001f. *Proposal for the introduction of an Employee Assistance Programme for the Department of Water Affairs and Forestry.* Directorate: Human Resource Development. Pretoria: DWAF.

Department of Water Affairs and Forestry. 2001g. *Report on the Fifth National Transformation Forum Conference.* November 2001. Pretoria: DWAF

Du Plessis, A. 1999. Occupational social work in South Africa. *Employee Assistance Quarterly.* 14(3):19 – 40.

EAPA-SA, Standards Committee. 1999. *Standards for Employee Assistance Programmes in South Africa.* Pretoria: EAPA-SA.

Edwards, J. E.; Thomas, M. D.; Rosenfield, P. & Booth-Kewley, S. 1997. *How to conduct organizational surveys: A step-by-step guide.* San Jose, CA: Sage.

Ellis, L. 1994. *Research methods in the social sciences.* Madison, WC: Wm. C. Brown.

Gathercole, J. 1992. Flexibility in organizational and employment practices. *People Dynamics.* February: 8 –12.

Gerber, M. 1995. Employee assistance: Combining communication and organizational development. *Human Resource Management.* May: 31– 34.

Gladstone, J. and Reynolds, T. 1999. Responding to changing corporate paradigms: The role of EAP group work in promoting self-reliant employees. *Employee Assistance Quarterly.* 14(4): 53 – 63.

Gould, G. M. and Smith, M. L. 1988. *Social work in the workplace.* New York: Springer.

Grinnell, R. M. (Ed). 1988. *Social work research and evaluation.* Itasca: Peacock.

Grissom G.R.; Baldadian, K.C. and Swisher, J.D. 1988. The case for needs assessment: A study in three disparate work settings. *Employee Assistance Quarterly.* 4(2): 75 – 82.

Harper, T. 1999. Employee assistance programming and professional developments in South Africa. *Employee Assistance Quarterly.* 14(3): 1 – 17.

Herlihy, P. A. 2000. Employee assistance and work family programs: Friends or foes? *Employee Assistance Quarterly.* 16(1): 53 – 62.

Hiesterman, G. 1999. A model for the psychosocial management of retrenchment: The South African mining industry. *Employee Assistance Quarterly* 14(3): 71 – 81

Jordan, R. R. 1997. *English for academic purposes.* Cambridge: Cambridge University Press.

Kaufman, R. and English, F. W. 1979. *Needs assessment: Concept and application.* Englewood Cliffs, N.J.: Educational Technology Publications.

Langley, E. 1999. EAP: The first or last component of HR. *People Dynamics.* June: 48-49.

Leedy, P.D. and Ormrod, J.E. 2001. *Practical research: planning and design.* 7th edition. Prentice Hall, New Jersey.

Leong, D. M. and Every, D. K. 1997. Internal and external EAP's: Is one better than the other? *Employee Assistance Quarterly.* 1997 12(3): 47 – 62.

Makondo, M. G. 2000. The development of occupational social work and the occupational social work practice model in South Africa with reference to the SANDF, SAPS and DENEL. Paper delivered at the *Occupational Social Work Forum:* Pretoria.

Maluleke, M.E. 2000. Manager: Personnel and Management Services: DWAF: Northern Province. Personal interview. 6 September 2000.

Mamasela, C. S. 2000. EAP Consultant to Garankua Hospital. Personal interview. 19 September 2000.

Masi, D. A. 1984. *Designing Employee Assistance Programs.* New York: Amacom.

Matukane, M.A. 2001. Chief Director of DWAF: Northern Province. Personal interview. 15 August 2001.

Meyer, A. 1994. *A needs assessment of an employee assistance programme at a financial company and a cost benefit analysis of an employee assistance programme at a utility company.* Unpublished M.A. Dissertation: University of Cape Town.

Mkhize, V. 1999. Transformation management and cultural diversity training through employee assistance programmes. *Employee Assistance Quarterly.* 14(3): 61 – 69.

Mogorosi, L. D. 1997. *Employee assistance at the workplace: South African experiences and models.* Unpublished Ph.D. Thesis: University of Columbia.

Mouton, J. and Marais, H.C. 1990. *Basic concepts in the methodology of the social sciences.* HSRC . Pretoria.

Myers, D.W. 1984. *Establishing and Building Employee Assistance Programmes.* Richmond: Quorum Books

Nelson-Jones, R. 1995. *The theory and practice of counselling. 2nd Edition.* London: Cassell.

Northern Province Government. 2000. *HIV/AIDS and Related Illnesses Workplace Policy for the Northern Province Government Departments.* Pietersburg: Office of the Premier.

Nunan, D. 1988. *The learner-centered curriculum: A study in second language teaching.* Cambridge: Cambridge University Press.

Ostler, S. E. 1980. A survey of academic needs for advanced English Second Language. *TESOL Quarterly* 14(4): 489 – 502.

Padiachy, I. 1996. *An employee assistance programme as applied in a white-collar environment.* Unpublished M.A. Dissertation: University of South Africa.

Peters, H. J. 1999. A value driven approach to the operations of a South African EAP vendor. *Employee Assistance Quarterly.* 14(3) 83 – 107.

Perkinds, K. 2000. EAP services to older adults in the workplace: A strengths perspective. *Employee Assistance Quarterly* 16(2): 53 – 76.

Plaggemars, D. 2000. EAPs and critical incident stress debriefing: A look ahead. *Employee Assistance Quarterly.* 16(1/2): 77 – 98.

Public Service Central Bargaining Council. 2002. Resolution No. 7 *Framework Agreement: Transformation and Restructuring of the Public Service (Utilisation of Human Resources)* Government Printer: Pretoria.

Ramanathan, C. S. 1995. Coping with stress through social support: A model for EAP practice. *Employee Assistance Quarterly.* 11: 33-44

Rankin, P. 1992. *Industrial social work: An exploration and an assessment of the practice of social work in industry in South Africa.* Unpublished Ph.D. Thesis: Rhodes University.

Richards, J. C. 1990. *The language teaching matrix.* New York: Cambridge University Press.

Riddell, P. G. 1991. Analyzing student needs in designing specific purposes language syllabuses. *Language Learning Journal.* L3 (1): 73-77

Roberts-De Gennaro, M.; Larazolo, G. and Philips, W. 1986. A human needs assessment of a trade union: The need for a union-managed EAP. *Employee Assistance Quarterly* 14: 31 – 42.

Roberts-DeGennaro, M. 1989. Needs assessment for a university-based Employee Assistance Program. *Employee Assistance Quarterly.* 4(3): 11 – 24.

Smith, H. 2000. Director of ATICC: Northern Province. Personal Consultation Interview. July 2000.

South Africa. 1996. *The Constitution of the Republic of South Africa Act No.108 of 1996.* Pretoria: Government Printers.

Starker, J. P. B. 1986. The EAP concept. *IPM Journal* 1986: 19-24

Straussner, S. L. A. (Ed). 1990. *Occupational Social Work Today.* London: Haworth Press.

Terblanche, L. S. 1996. *'n Evaluerende ondersoek na die impak van die werknemerhulpprogram soos bedryf deur enkele sentrums vir persoonsontwikkeling geaffilïeer met die Kamer van Mynwese: n bedyfsmaatskaplike– ondersoek.* Pretoria: University of Pretoria.

Terblanche, L. S. 2000. Employee Assistance Programmes Service Standards.
Lectures delivered at the *University of Pretoria EAP Co-ordinators'
Certificate Course*, 2 – 5 May 2000, Pretoria.

Trice, H. and Schonbrunn, M. 1981. A history of job-based alcoholism
programmes. *Journal of Drug Issues* 11:171– 98.

Van Den Bergh, N. 2000. Where have we been?... Where are we going?:
Employee assistance practice in the 21st Century. *Employee Assistance
Quarterly* 16(1): 1 - 4

West, R. 1994. Needs analysis in language teaching. *Language Teaching*
27(1): 1-19.

Worster, D. 2000. An EAP approach to managing organizational downsizing.
Employee Assistance Quarterly 16(1/2): 97-116.

SEPEDI / ENGLISH QUESTIONNAIRE

SEPEDI / ENGLISH QUESTIONNAIRE

Needs Assessment Questionnaire
DIPOTŠIŠO TŠA GO LEKOLA DINYAKWA

<table>
<tr><td>Pay-point</td></tr>
<tr><td></td></tr>
</table>

In any large organisation it is likely that employees will experience personal problems from time to time and that this may have a negative impact on their work performance and general happiness. This questionnaire aims to assess what needs DWAF staff have and how these needs could be addressed.

Moo dikhamphaning tše dikgolo go direga gantši gore bašomi ba be le mathata a bona ao a nago le tšhutšhumetšo mpe yeo e dirago gore ba palelwe ke go dira mešomo ya bona bya ka go holofetšwe le go hloka lethabo ka kakaretšo. Maikemišetšo a dipotšišo tse ke go lekola dinyakwa tsa bašomi ba kgoro ya tša meetse le dithokgwa le ka mokgwa o diswanetšwego go lokišwa ka gona.

How to complete this questionnaire

This is a confidential questionnaire. You have been randomly chosen as part of a 10% sample of DWAF staff in the Northern Province. **You do not need to put your name on the questionnaire.** We are interested in what a representative sample of DWAF staff think about their personal needs, not in finding out the problems of individual people.

Mokgwa wa go araba dipotšišo tše:
Go arabja ga dipotšišo tše ke sephiri. O kgethilwe ntle le go šetšwa go diperesente tše lesome tša bašomi ba tša kgoro ya Meetse le Dithokgwa ka profinsing ya lebowa. Ga go hlokege gore o ngwale leina la gago lephepheng le la dipotšišo. Kgahlego ya rena ke gore ntle le go šetša re hwetše seo segopolwago ke bašomi ba kgoro ya tša Meetse le Dithokgwa ka dinyakwa tša bona, e sego go motho a le tee.

Please could you read these questions carefully, then make a tick (✓) in the box under the answer that is the most correct for you. Please try to answer all the questions. Thank you for your participation in this research. We hope the findings and results will be of benefit to you and your colleagues.

Araba dipotšišo tše latelago ka hlokomelo, gomme o šomiše leswao le (✓) ka lepokising leo o le kgethilego. Re kgopela gore o arabe dipotšišo ka moka. Re leboga karolo ya gago mo dinyakišišong tše. Re tshepha gore dipoelo tša dinyakišišo tše di tla hola wena le badirišani ka wena.

1. What is your age group?
O bogolo bja legoro lefe mengwageng ye?

16-34	35-44	45-54	55-60	61-64	65+

2. Are you male or female?
O Monna goba Mosadi?

Male Monna	Female Mosadi

3. What is your marital status?
Seemo sa gago sa lenyalo ke sefe?

Single Ga se o nyale	Living together O dudišane	Separated Le arogane	Divorced O hladile	Widowed O mohlologadi	Married O nyetše

Note: "Married" includes traditional, church and court marriages.
Hlokomela: "Go nyala " Go akaretša lenyalo la setšo la kereke goba la sekgowa.

4. What is your home language?
O bolela leleme lefe?

Sepedi	Xitsonga	Tshivenda	Afrikaans	English	Other (specify)

5. What is your occupational category? *(Please tick only ONE)*
O swere leemo lefe mošomong? (Swaya e tee fela)

Manager Molaodi	Professional: Technical Moprofesenale : tegniki	Professional: ISD	Artisan	Administrative Bolaodi	General Worker Mošomi kakaretšo

Note: "Manager" refers to Assistant Directors up to Chief Director, as well as people of equivalent ranks.
Hlokomela:" Molaodi" e akaretša Mothuša- molaodi go fihla go Molaodi- mogolo le bao ba lekanago le yena ka leemo.

6. How long have you worked for DWAF?
Ke nako ye kaakang o šomela kgoro ya tša Meetse le Dithokgwa?

0-1 year	2-5 years	6-15 years	15 years+

2

7. What is the highest educational level you have reached?
O   fihlile bokgole bjo bokaakang ka dithuto ?

University degree Dikri ya unibesithi	National Diploma (Technikon or technical college) Diploma ya tekinikone goba koletšhe ya teginiki	Certificate or Diploma (private college) Lengwalo goba diploma ya kholetšhe ya go ikema ka noši	Std 10 (Grade 12) or equivalent Lengwalo la Marema tlou goba leo le lekanago le lona.	Std 7 (Grade 9) or ABET equivalent Mphato wa bošupa goba thuto ya batho ba bagolo e e lekanago le lona.	Below grade 7 / Std 5 Ka tlase ga ya mphato wa bosupa.

8. Do you belong to a Medical Aid Fund, either as member or dependent?
Na e kaba o leloko la "Medical Aid Fund", bjalo ka leloko goba bjalo ka mongwadišwa?

Yes Ee	No Aowa

9. If yes, please write the name of your medical aid fund:
Ge eba go le bjalo, ngwala leina la Medical Aid Fund:

....

10. At present, if you or members of your family experience serious personal problems, do you turn for help to any of the people/services listed below? (*You can tick more than one box for this answer*)
Ge eba wena goba ba leloko la lapa la gago le fela le e ba le mathata, e kaba o a ya goba bao ba leloko la gago o a ya go kgopela thušo go batho goba bathuši ba ba latelago?(*O ka swaya mapokisi a a fetago a mabedi karabong ye*)

A family member Wa leloko	Your religious organisation Lekgotleng la kereke	Government social workers Badirela leago ba mmušo	Private psychologist or social worker Bathuša ka dikeletšo ba ikemetšego goba Modirela leago yo a ikemetšego.	A traditional healer Ngaka ya setšo
A doctor Ngaka ya sekgowa	A colleague at work Modirišani mošomong	A friend *or neighbor Mogwera goba moagišane*	No-one; I solved my own problems Ga se o nyake motho; o ithušitše ka bowena	Other (please specify) Tše dingwe (Ngwala gore ke dife)

3

11. Would you be interested in attending workshops on any of the following topics?
(You can tick more than one box for this answer)
O ka kganyoga go tla tshedimošong e bolelago ka hlogotaba tše latelago?
(O ka no swaya mapokisi a fetago le tee mo karabong ye)

Managing your money, budget, loans, etc. Go laola tšhelete ya gago. Go beakanya tšhelete ya gago, dikoloto le tše dingwe.	Transfer, retrenchment or retirement Go tlošwa mo o šomago go ya mo gongwe, go ntšhwa mošomong goba go ikhuletša ruri go tša mošomo	HIV/AIDS, Alcohol, etc. Ka leuba la HIV/AIDS, Ka dinotagi le tše dingwe

Family, marriage or child problems Ka mathata a lapa, lenyalo goba a ngwana.	Other *(Please Specify)* *Tše dingwe(Ka kgopelo di ngwale)*	I would not like to attend any workshop of this type. Nka seke ka kganyoga go ya ditshedimošong tša mohuta owe

12. Do you think it would be better for DWAF staff to be counselled by professionals employed by DWAF or by outside counsellors on contract to DWAF at private offices lose to where you work?

O gopola gore bašomi ba kgoro ya tša Meetse le Dithokgwa ba swanetše ba thušwe goba ba eletšwe ka tša mathata a bona ke bakgoni bao ba šomago kgoro ye ka mehla goba baipereki ba ka ntle go kgoro ye bao ba tšeerego kontraka le kgoro ye gomme ba na le dikantoro tša bona tšeo di lego kgauswi le mošomo wa gago?

DWAF employed professional counsellors Bakgoni bao ba šomelago kgoro ya tša Meetse le dithokgwa.	Outside professional counsellors Bakgoni bao ba iperekago ba go tšwa ntle ga kgoro ye	A combination of the two, depending on the type of problem an employee has Go kopanya bobedi bja bakgoni ba, go šeditšwe mohuta wa bothata bjo mmereki a ka bago a na le bjona

13. Do you think it would improve the well-being of people in DWAF if they received counselling for their personal problems, paid for by DWAF*(from the type of counsellors chosen in Question 12)?*
O bona e ke seo se ka kaonafatša boemo bja bašomi ba kgoro ya tša Meetse le Dithokgwa ge ba ka fiwa thušo ya tša keletšo ka mathata a bona?(*e tšwa go mohuta wa bakgoni ba tša keletšo bao o ba kgethilego go potšišo ya 12)*

Yes Ee	No Aowa

14. In which language(s) would you prefer to be counselled? *(You can tick more than one box for this answer)*
 O be o ka duma go thušwa ka tša mathata a gago ka leleme goba maleme afe?*(O ka no kgetha Mopokisi a fetago le tee)*

Sepedi	Xitsonga	Tshivenda	English	Afrikaans	Other (specify)

15. If DWAF provided confidential face to face counselling services (using whichever type of counsellors you prefer) for whom would you use it? *(You can tick more than one box for this answer)*
Ge eba kgoro ya tša Meetse le Dithokgwa e ka nea thušo ya sephiri yeo ba mathata ba ikopanyago le bakgoni ba thušo yeo ka sebele(Ba šomiša Mokgoni wa kgoro goba wa go tšwa ka ntle ga kgoro)wena o be o ka kganyoga go šomiša yo mofe? *(O ka swaya mapokisi a fetago le tee mo karabong ye)*

For referring your subordinates or colleagues with personal problems Go romela bašomi bao ba lego ka fase ga gago goba badirišani bao ba nago le mathata .	For yourself Wena	For your family members Ba lapa la gago	I would not use it at all Nka seke ka šomiša seo le gatee

16. If DWAF provided an anonymous 24 hour toll free crisis phone line for people to phone when they feel stressed, for whom would you use it? *(You can tick more than one box for this answer)*
Ge kgoro ya tša Meetse le Dithokgwa e ka dira mogala wa go se lefelwe wa nako tšohle go thuša bao ba nago le kgateleloya mogopolo, wena oka e šomišetša mang?(*O ka na wa swaya mapokisi ao a fetago le tee mo karabong ye)*

For referring your subordinates or colleagues with personal problems Go romela bašomi ba ka fase ga gago goba badirišani bao ba nago le mathata	For yourself Wena	For your family members Ba lapa la gago	I would not use it at all Nka seke ka e šomiša le gatee

17. How often do you experience health or medical problems (not HIV/AIDS)?
O fela o swenywa ke malwetši naa?(E sego HIV/AIDS)

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	All the time Ka nako tšohle

18 How often do you experience problems with you husband, wife or partner?
O fela o e ba le mathata le monna, mosadi goba molekane wa gago?

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	Most of the time Ka nako ye ntši	I do not have a partner Ga ke na molekane

19. How often do you experience problems with your children?
O fela o e ba le mathata le bana ba gago?

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	Most of the time Ka nako tse dintši	I do not have children Ga kena bana

20 How often do you experience other family problems?
Na o fela o e ba le mathata a mangwe a lapa?

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	Most of the time Ka nako ye ntši

21. How often do you experience feelings of depression?
   Na o fela o ekwa eke o kgatelelong ya mogopolo?

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	Most of the time Ka nako ye ntši

22 How often do you experience fears about having or catching HIV/AIDS?
   Na o fela o tšhoga gore o kaba o tsenwe goba o ka tsenwa ke bolwetši bja HIV/AIDS?

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	Most of the time Ka nako ye ntši

23. Would you like HIV/AIDS information regarding any of the following issues? (*You can tick more than one box for this answer*)
   Na e kaba o nyaka tshedimošo mabapi le HIV/AIDS ka ditaba tše latelago?(*o ka na wa swaya mapokisi ao a fetago le tee mo karabong ye*)

How to protect yourself from catching the HIV virus Mabapi le go itšhireletša gore o se swarwe ke bolwetši bja HIV/AIDS	The advantages and disadvantages of having an HIV test Tše dibotse le tše dimpe tša gore o lekolwe bolwetši bja HIV/AIDS	What positive and negative HIV test results mean Gore dipoelo tša gore ona le twatši ya HIV le gore ga ona yona dira go re eng	What medical treatment is available for people with HIV/AIDS Gore ke dihlare tše dife tšeo di lego gona go thuša bao ba swerwego ke bolwetši bja HIV/AIDS	How to live a full life if you are HIV+ O ka phela bjang bophelo bjo feleletšego o na le twatši ya HIV.

Coping with the emotional impact of a positive HIV test Go phela ka boima bja ditlamorago tša go tseba gore o swerwe ke HIV	The impact of a positive HIV test on your partner, close friends, and family Ditlamorago tša go ba le HIV go molekane wa gago, bagwera ba potego le lapa.	Your employment status and rights as an HIV+ worker Boemo bja gago mošomong le ditokelo tša gago bjalo ka mošomi yo a swerwego ke bolwetši bja HIV	I would not like information on any of these topics Nka se kganyoge tshedimošo efe goba efe ka dihlogo taba tšeo di boletšwego

24. Do you have fears about retiring?
Na e kaba o na le letšhogo mabapi le go ikhuletša ruri mošomong wa gago?

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	Most of the time Ka nako ye ntši

25. Do you experience fears about being retrenched?
Na ona le letšhogo la gore o ka felelwa ke mošomo?

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	Most of the time Ka nako ye ntši

26. Do you experience alcohol or drug problems of your own or a close family member?
Na e kaba wena goba wa geno wa leloko la kgauswi o na le bothata bja dinotagi goba diokobatši?

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	Most of the time Ka nako ye ntši

27. Do you experience legal problems?
Na o fela o e ba le mathata a semolao?

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	Most of the time Ka nako ye ntši

28. Do you experience any money/financial problems?
Na o fela o eba le mathata a tšhelete?

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	Most of the time Ka nako ye ntši

29. Have you or a close family member ever been the victim of a violent crime?
Na e kaba wena goba yo mongwe wa geno wa leloko la kgauswi o kile a ba sehlabelo sa dikgaruru?

Yes Ee	No Aowa

30. Do you sometimes experience work-related stress because of any of the following issues? (*You can tick more than one box for this answer*)
Na o fela o eba le gatelelo bakeng sa mošomo wa gago e le ka mabaka a latelago: (*O ka na wa swaya mapokisi a a fetago le tee karabong ye*)

Fears about promotion prospects or job security due to Employment Equity practices E le ka lebaka la go tšhoga gore o ka seke wa hlatloškwa mošomong wa gago goba o tšhogela mošomo wa gago ka lebaka la molao o moswa wa tekanetšo mošomong.	Physical or verbal abuse by superiors O a bethwa goba go tlaišwa ka mantšu ke balaodi mošomong	Payment, promotion, or merit system problems Mathata a meputso, dithlatlošo goba go putswa go ya ka mešomo ya gago

Living far away from your husband, wife or children O dula kgole le monna wa gago, mosadi goba bana	Sexual Harassment Go tlaišwa ka tša thobalano	Other (Please specify) Tše dingwe(Ka kgopelo di ngwale)	*None of these problems Ga o na le e tee ya mathata a*

31. Do you worry about being transferred (e.g. to a Municipality, Water Board or Catchment Management Agency)?
E ka ba ona le pelaelo ya go šutišwa moo o šomago go išwa go mošomo o mongwe?(Mohlala, go išwa ga Mmasepala, Water Board goba Catchment Management Agency)

Never Le gatee	Sometimes Ka nako ye nngwe	Quite often Ga mmalwa	Most of the time Ka nako ye ntši

Thank you for completing this questionnaire. Your support is really appreciated!

Enquiries: **Nadene Bell**
                (015) 2901245 during office hours

9

XITSONGA / ENGLISH QUESTIONNAIRE

XITSONGA/ ENGLISH QUESTIONNAIRE

Needs Assessment Questionnaire
Swivutiso swo kambela swilaveko

Pay-point

In any large organisation it is likely that employees will experience personal problems from time to time and that this may have a negative impact on their work performance and general happiness. This questionnaire aims to assess what needs DWAF staff have and how these needs could be addressed.
Eka nhlangano wun'wana ni wun'wana lowukulu swi nga endleka leswaku vatirhi va hlangana ni swiphiqo minkarhi na minkarhi, nakona leswi swi nga endla leswaku va koka ku tika entirweni xikan'we ni le ka mantsakelo ya vona. Swivutiso leswi swi langutele ku pfuna ku kambisisa swilaveko swa vatirhi va DWAF ni leswaku swi nga fikeleriwa njhani.

How to complete this questionnaire
This is a confidential questionnaire. You have been randomly chosen as part of a 10% sample of DWAF staff in the Northern Province. **You do not need to put your name on the questionnaire.** We are interested in what a representative sample of DWAF staff think about their personal needs, not in finding out the problems of individual people.
Please could you read these questions carefully, then make a tick (✓) in the box under the answer that is the most correct for you. Please try to answer all the questions. Thank you for your participation in this research. We hope the findings and results will be of benefit to you and your colleagues.

U nga swi tata njhani swivutiso leswi
Leswi i swi vutiso swa xihundla. U hlawuriwile ku nga ri na xikongomelo tani hi ntlawa wa10% wa swikombiso swa vatirhi va DWAF eka Phrovhinsi ya Nwalungu. **A wu laveki ku tsala vito ra wena eka swivutiso leswi.** Hi tsakela ku kuma leswi xikombiso lexi yimelaka leswi vatirhi va DWAF va swi ehleketaka hi swilaveko swa vona xi kombaka swona, ku nga ri ku kuma leswaku vanhu vo karhi va na swiphiqo muni.
U komberiwa ku hlaya swivutiso leswi hi vukheta, kutani u maka eka xibokisana lexi nga na nhlamulo leyi nga yona eka wena. Wa komberiwa ku ringeta ku hlamula swivutiso hinkwaswo. Hi nkhesa ntirhisano wa wena eka ndzavisiso lowu. Hi tshembha leswaku mbuyelo wa ndzavisiso lowu wu ta pfuna wena ni vatirhi nkulobye va wena.

1. **What is your age group?**
   Xana u le ka ntlawa wihi wa malembe?

16-34	35-44	45-54	55-60	61-64	65+

2. **Are you male or female?**
   Xana u wa xinuna kumbe u wa xisati?

Male Xinuna	Female xisati

3. **What is your marital status?**
   Xana u le ka xiyimo xihi xa swavukati?

Single A ndzi tekangi/teki-wangi	Living together Hlomisanile	Separated Hambanile	Divorced Tharile	Widowed Loveriwile	Married Tekanile

Note: "Married" includes traditional, church and court marriages.
Lemuka: "Tekanile" swi katsa hi ndzhavuko, xikereke ni le khoto

4. What is your home language?
Xana u vulavula ririmi rihi ekaya?

Sepedi	Xitsonga	Tshivenda	Afrikaans	English	Other (specify) Rin'wana(vula)

5. What is your occupational category? *(Please tick only ONE)*
Xana u le ka khategori yihi ta ntirho? (maka YIN'WE)

Manager Murhangeri	Professional: Technical Muswikoti wa swa vuthekniki	Professional: ISD Muswikoti: ISD	Artisan Vutshila	Administration Vufambisi	General Worker Mutirhi wa ntolovelo

Note: "Manager" refers to Assistant Directors up to Chief Director, as well as people of equivalent ranks.
Lemuka:'Murhangeri" swi vula xandla xa murhangeri ku fika eka murhangeri lonkulu, xikan'we ni vanhu lava welaka eka ntlawa wolowo.

6. How long have you worked for DWAF?
Ku sukela rini u tirhela DWAF?

0-1Year 0-1 lembe	2-5 years 2-5 wa malembe	6-15 years 6-15 wa malembe	More than 15 years 15 wa malembe no tlurisa

7. What is the highest educational level you have reached?
Xana u dyondze ku fika kwihi?

University degree Digri ya le Yunivhesiti	National Diploma (Technikon or technical college) Diploma ya le Theknikhon kumbe kholichi ya vuthekniki	Certificate or Diploma (private college) Xitifikheti kumbe Diploma xa kholichi ya le handle	Std 10 (Grade 12) or equivalent Ntangha khume kumbe ku yelana	Std 7 (Grade 9) or ABET equivalent Ntangha nkombo kumbe dyondzo ya lavakulu	Below ABET equivalent asplete my schooling Ehansi ka tidyondzo ta lavakulu

8. Do you belong to a Medical Aid Fund, either as member or dependent?
Xana wa wela eka swa ti Medical Aid, tani hi xirho kumbe mupfuniwa?

Yes Ina	No Ee

9. If *yes*, please write the name of your medical aid fund:
Loko kuri *ina*, u komberiwa ku tsala vito ra nhlagano wa Medical Aid

....

10. At present, if you or members of your family experienced serious personal problems, do you turn for help to any of the people/services listed below? *(You can tick more than one box for this answer)*
Eka nkarhi wa sweswi, loko wena kumbe wun'wana kwala kaya a hlangana ni swiphiqo swo tika, xana wa lava ku pfuneka eka wun'wana wa vanhu/minhlangano leyi landzelaka? *(U nga maka ku tlula xibokisana xin'we eka nhlmulo leyi)*

A family member Un'wana wa xaka kwala kaya	Your religious organization Nhlangano wa wena wa vukhongeri	Government social workers Va tisocial worker va mfumo	Private psychologist or social worker Psychologist kumbe social worker ehandle	A traditional healer N'anga ya xintu

A doctor Dokodela	A colleague at work Mutirhi nkulobye	A friend *or* neighbor Munghana *kumbe* makhelwani	No-one; I solved my own problems A kuna u'wana; Ndzi ti lulamisela swiphiqo swa mina hi ndzexe	Other (please specify) U'nwana (vula)

11. Would you be interested in attending workshops on any of the following topics? *(You can tick more than one box for this answer)*
Xana u nga va ni ku tsakela ku nghenela tinhlengeletano hi yin'wana ya tinhloko mhaka leti landzelaka? *(U nga maka ku tlula xibokisana xin'we eka nhlamuloleyi)*

Managing your money, budget, loans, etc. Malawulelo ya timali ta wena, nkavelo swikweleti, Ni swin'wana	Transfer, retrenchment or retirement Ku hundzisiwa,ku hlongoriwa kumbe ku ya ephenxenini	HIV/AIDS, Alcohol, etc. HIV/AIDS, Switsotswi, na swin'wana

Family, marriage or child problems Swiphiqo swa ndyangu, vukati ni swa vana	Other *(Please Specify)* Tin'wana *(vula)*	I would not like to attend any workshop of this type. A ndzi nga tsakeli ku nghenela tinhlengeletano ta muxaka lowu.

12. Do you think it would be better for DWAF staff to be counselled by professionals employed by DWAF or by outside counsellors on contract to DWAF at private offices close to where you work?
U vona ungaku swi nga antswa loko vatirhi va DWAF va kuma ku pfuniwa hi lava va nga ni vuswikoti lava thoriweke hi DWAF, kumbe vapfuni va le thlelo lava va nga ka kondiraka ni DWAF eka tihofisi ta le handle leti nga kusuhi ni le ntirhweni wa wena?

DWAF employed professional counsellors Vapfuni va vuswikoti lava thoriweke hi DWAF	Outside professional counsellors Vapfuni va vuswikoti va le handle	A combination of the two, depending on the type of problem an employee has Hinkwavo lava mbirhi, ku ya hi muxaka wa xiphiqo lexi mutirhi anga na xona

13. Do you think it would improve the well-being of people in DWAF if they received counselling for their personal problems *(from the type of counsellors chosen in Question 12)?*
U vona ungaku ku nga va ni ku antswa eka hanyelo ra vatirhi va DWAF loko vo kuma ku pfuneka eka swiphoqo swa vona *(eka muxaka wa vapfuni lowu u wu hlawuleke eka xivutiso 12)?*

Yes Ina	No Ee

14. In which language(s) would you prefer to be counselled? *(You can tick more than one box for this answer)*

U nga tsakela ku pfuniwa hi ririmi rihi? *(u nga maka ku tlula xibokisana xin'we eka nhlamulo leyi)*

Sepedi	Xitsonga	Tshivenda	English Xinghezi	Afrikaans Xibunu	Other (specify) Rin'wana (vula)

15. If DWAF provided confidential face to face counselling services (using whichever type of counsellors you prefer) for whom would you use it? *(You can tick more than one box for this answer)*

Loko DWAF yo endla leswaku u kuma ku pfuneka ka xihundla hi nyama (yi tirhisa muxaka lowu u wu tsakelaka) xana u nga wu tirhisela mani? *(u nga maka ku tlula xibokisana xin'we eka nhlamulo leyi)*

For referring your subordinates or colleagues with personal problems Ku hundzisela vatirhi nkulobye kumbe lava nga hansi ka wena lava nga na swiphiqo	For yourself Wena n'winyi	For your family members Va kwala muntini	I would not use it at all A ndzi nge wu tirhisi na kan'we

16. If DWAF provided an anonymous 24 hour toll free crisis phone line for people to phone when they feel stressed, for whom would you use it? *(You can tick more than one box for this answer)*

Loko DWAF yo endla leswaku kuva ni layini ya xihundla ya swipfuno ya nomboro ya mahala ya 24 wa tiawara leswaku vanhu va bela yona loko va titwa va thsikelelekile swinene emoyeni, xana u nga yi tirhisrela mani? *(u nga maka ku tlula xibokisana xin'we eka nhlamulo leyi)*

For referring your subordinates or colleagues with personal problems Ku hundzisela vatirhi nklulobye kumbe lava nga ehansi ka wena la nga ni swiphiqo	For yourself Wena n'winyi	For your family members Va kwala muntini	I would not use it at all A ndzi nga wu tirhuisi na kan'we

17. How often do you experience health or medical problems (not HIV/AIDS)?

I ka ngati u hlangana na swiphiqo swa rihanyu kumbe vuvabyi xana? (ku nga ri HIV/AIDS)?

Never Na kan'we	Sometimes Minkarhi yin'wana	Quite often Hi minkarhi	All the time Minkarhi hinkwayo

18. How often do you experience problems with you husband, wife or partner?

I ka ngani u hlanganaka ni swiphiqo na nuna, nsati kumbe munhu wa wena?

Never Nakan'we	Sometimes Minkarhi yin'wana	Quite often Hi minkarhi	Most of the time Minkarhi yo hlaya	I do not have a partners A ndzi na munhu

19. How often do you experience problems with your children?

I ka ngani u hlanganaka ni swiphiqo hi vana?

Never Nakan'we	Sometimes Nkarhi wun'wana	Quite often Hi minkarhi	Most of the time Minkarhi yo hlaya	I do not have children A ndzi na vana

20. How often do you experience other family problems?
I ka ngani u hlanganaka ni swiphiqo swin'wana swa munti?

Never Nakan'we	Sometimes Nkarhi wun'wana	Quite often Hi minkarhi	Most of the time Minkarhi yo hlaya

21. How often do you experience feelings of depression?
I ka ngani u vaka ni ku titwa ko tshikeleleka emoyeni?

Never Nakan'we	Sometimes Nkarhi wun'wana	Quite often Hi minkarhi	Most of the time Minkarhi yo hlaya

22. How often do you experience fears about having or catching HIV/AIDS?
I ka ngani u vaka ni ku chava ka ku va uri na kumbe ku khoma hi HIV/AIDS?

Never Nakan'we	Sometimes Nkarhi wun'wana	Quite often Hi minkarhi	Most of the time Minkarhui yo hlaya

23. Would you like HIV/AIDS information regarding any of the following issues? *(You can tick more than one box for this answer)*
Xana u nga lava vuxokoxoko mayelana ni xin'wana xa leswi landzelaka? *(u nga maka ku tlula xibokisana xin'we eka nhlamulo leyi)*

How to protect yourself from catching the HIV virus U nga ti sirhelela njhani eka ku kuma xitsongwatso-Ngwani xa HIV	The advantages and disadvantages of having an HIV test Swipfuno ni swirhalanganyi swa ku xikamberiwa HIV	What positive and negative HIV test results mean Leswi mbuyelo wa ku va ni na ku nga vi ni HIV swi nga vulaka swona	What medical treatment is available for people with HIV/AIDS I mirhi yihi leyi nga kona ku pfuna vanhu lava nga na HIV/AIDS	How to live a full life if you are HIV+ U nga hanya njhani hi ku hetiseka loko uri HIV+

Coping with the emotional impact of a positive HIV test Ku tiyisela ntikelo wa mbuyelo wo komba kuva ni HIV	The impact of a positive HIV test on your partner, close friends, and family Ntikelo wo va ni HIV eka munhu wa wena, munghana, ni va ndyangu wa wena	Your employment status and rights as an HIV+ worker Xiyimo xa ntirho na timfanelo ta wena tani hi mutirhi loyi a nga HIV+	I would not like information on any of these topics A ndzi nge tsakeli vuxokoxoko na hi yin'we ya tinhlokomhaka leti

24. Do you have fears about retiring?
Xana u na ku chava ka ku ya ekuwiseni ku tirha?

Never Nakan'we	Sometimes Nkarhi wun'wana	Quite often Himinkarhi	Most of the time Minkarhi yo hlaya

25. Do you experience fears about being retrenched?
Xana wa va ni ku chava ka ku heleriwa hi ntirho?

Never Nakan'we	Sometimes Nkarhi wun'wana	Quite often Hi minkarhi	Most of the time Minkarhi yo hlaya

26. Do you experience alcohol or drug problems of your own or a close family member?
Xana wa hlangana ni swiphiqo swa switswotswi kumbe swidzhidzhiharisi eka wena kumbe xaka ra wena kwala kaya?

Never Nakan'we	Sometimes Nkarhi wun'wana	Quite often Hi minkarhi	Most of the time Mninkarhi yo hlaya

27. Do you experience legal problems?
Xana wa hlangana na swiiphiqo swa nawu?

Never Ee	Sometimes Nkarhi wun'wana	Quite often Minkarhi yo hlaya	Most of the time Minkarhi hinkwayo

28. Do you experience any money/financial problems?
Xana wa hlangana na swona swiphiqo swa timali?

Never E-e	Sometimes Nkarhi wun'wana	Quite often Hi minkarhi	Most of the time Minkarhi hinkwayo

29. Have you or a close family member ever been the victim of a violent crime?
Xana wena kumbe xaka ra wena mi tshame mi weriwa hi khombo ra vugevenga byo biha?

Yes Ina	No Ee

30. Do you sometimes experience work-related stress because of any of the following issues? *(You can tick more than one box for this answer)*
Xana ku na minkarhi leyi u vaka ni ku tikeriwa hi swa le ntirweni hi xin'wana xa leswi landzelaka? *(u nga maka ku tlula xibokisana xin'we eka nhlamulo leyi)*

Fears about promotion prospects or job security due to Employment Equity practices Ku chava ku tlakusiwa kumbe ku sirheleleka ka ntirho hikwalaho ka mafamiselo ya swa matholele	Physical or verbal abuse by superiors Ku karhatiwa hi mavoko kumbe hi swivulavula swa varhangeri	Payment, promotion, or merit system problems Muholo, ku tlakisiwa kumbe swiphiqo swilo swo fanela

Living far away from your husband, wife or children Ku thsama kule na nuna, nsati kumbe vana va wena	Sexual Harassment Ku karhatiwa hi swa le masangwini	Other (Please specify) Swin'wana (vula)	*None of these problems* *Na xin'we xa swiphiqo leswi*

31. Do you worry about being transferred (e.g. to a *Municipality*, Water Board or Catchment Management Agency)? Xana wa vilerisiwa hi ku hundziseriwa kun'wana (e.g. eka masipala, Bodo ya Mati kumbe 'Catchment Management agency'?

Never Nakan'we	Sometimes Nkarhi wun'wana	Quite often Hi minkarhi	Most of the time Minkarhi yo hlaya

Thank you for completing this questionnaire. Your support is really appreciated!

Enquiries: **Nadene Bell**
(015) 290-1245 during office hours

TSHIVENDA / ENGLISH QUESTIONNAIRE

TSHIVENDA/ENGLISH QUESTIONNAIRE

Mbudziso dza u gaganya thodea
Needs Assessment Questionnaire

Kha dzangano lifhio na lifhio lihulwane hu na khonadzeo ya uri vhashumi vha tangane na thaidzo dza vhone vhane tshifhinga tshothe nahone hezwi zwi nga vha na mvelele dzi si dza vhudi kha nyito ya mishumo yavho na u takala nga u angaredza. Mbudziso idzi ndivho dzadzo ndi u gaganya thodea dzine tshitafu tsha Muhasho wa Zwa Madi na Vhusimamiri tsha vha nadzo na uri thodea idzi dzi nga shumiwa hani nadzo.

In any large organisation it is likely that employees will experience personal problems from time to time and that this may have a negative impact on their work performance and general happiness. This questionnaire aims to assess what needs DWAF staff have and how these needs could be addressed.

Mbudziso idzi dzi dadziwa hani
Mbudziso idzi ndi dza tshidzumbe. Vho nangiwa hu so ngo sedzwa zwinwe sa tshipida tsha tsumbo ya vha tsha fumi, 10%, vha tshitafu tsha Muhasho wa Zwa Madi na Vhusimamiri kha Vundu la Devhula. **Vha songo nwala dzina lavho kha bammbiri la mbudziso.** Ri takadzwa nga zwine tsumbo ya muimeleli wa tshitafu tsha Muhasho wa Zwa Madi na Vhusimamiri a humbula nga ha thodea dza vhone vhane, hu si u wana thaidzo dza muthu muthihi.

Ri humbela uri vha vhale hedzi mbudziso nga vhuronwane, zwenezwo vha ite (✓) kha bogisi fhasi ha phindulo ine ya vha ya vhukuma tshothe kha vhone. Ri humbela uri vha lingedze u fhindula mbudziso dzothe. Ri ya vha livhuwa kha u shelamulenzhe havho kha tsedzuluso iyi. Ri fhulufhela uri mawanwa na mvelele zwi do thusa vhone na vhashumisani vhavho.

How to complete this questionnaire
This is a confidential questionnaire. You have been randomly chosen as part of a 10% sample of DWAF staff in the Northern Province. **You do not need to put your name on the questionnaire.** We are interested in what a representative sample of DWAF staff think about their personal needs, not in finding out the problems of individual people.

Please could you read these questions carefully, then make a tick (✓) in the box under the answer that is the most correct for you. Please try to answer all the questions. Thank you for your participation in this research. We hope the findings and results will be of benefit to you and your colleagues.

1. **Vha wela kha tshigwada tsha minwaha ifhio?**
   What is your age group?

16-34	35-44	45-54	55-60	61-64	65+

2. Vha munna kana mufumakadzi?
Are you male or female?

Munna Male	Mufumakadzi Female

3. Nyimela ya u mala yavho ndi ifhio?
What is your marital status?

Tho ngo mala Single	Ndi na ane nda dzula nae Living together	Ro fhambana Separated	Ndo talwa Divorced	Ndo felwa Widowed	Ndo mala Married

Thogomelani: "Ndo mala" zwi katela mbingano dza sialala, kereke na nga khothe.
Note: "Married" includes traditional, church and court marriages.

4. Luambo lwavho lwa damuni ndi lufhio?
What is your home language?

Sepedi	Xitsonga	Tshivenda	Afrikaans	English	Lunwe (lu buleni) Other (specify)

5. Vhuimo ha mushumo wavho ndi vhufhio? *(vha humbelwa u swaya HU THIHI fhedzi)*
What is your occupational category? *(Please tick only ONE)*

Mulanguli Manager	Phurofesheni: Tekiniki Professional: Technical	Phurofesheni: ISD Professional: ISD	Mutsila Artisan	Ndaulo Administration	Mushumi wa zwothe nga u angaredza General Worker

Thogomelani: "Mulanguli" zwi amba Muthusa Vhalanguli u swika kha Mulangi Muhulu, hu tshi katelwa na vhathu vha re kha renge dzi linganaho na dzenedzo.
Note: "Manager" refers to Assistant Directors up to Chief Director, as well as people of equivalent ranks.

6. Vho shumela DWAF tshifhinga tshingafhani?
How long have you worked for DWAF?

Nwaha kana fhasi 0-1 year	minwaha ya 2-5 2-5 years	Minwaha ya 6-15 6-15 years	minwaha ya 15 kana u fhira more than 15 years

7. Vho swikela murole wa pfunzo wa nthesa ufhio?
What is the highest educational level you have reached?

Digirii ya univesiti University degree	Dipuloma ya lushaka(Thek hinikhoni kana thekinikhala National Diploma (Technikon or technical college)	Sethifikheithi kana Dipuloma(Kholedzhi ya Phuraivethe Certificate or Diploma (private college)	Murole wa 10 (Giraidi 12) kana zwi edaho na zwenezwo Std 10 (Grade 12) or equivalent	Murole 7 (Gireidi 9) kana Pfunzo ya vhaaluwa Std 7 (Grade 9) or ABET equivalent	Fhasi ha Murole 7 (Gireidi 9) Below Std 7 (Grade 9)

8. Vha a welana kha Tshikwama tsha Thikhedzo ya Mishonga, sa murado kana sa muundwa
Do you belong to a Medical Aid Fund, either as member or dependent?

Ee Yes	Hai No

9. Arali vho ri *ee*, ri humbela uri vha nwale dzina la tshikwana tsha thikhedzo ya mishonga tshavho
If *yes*, please write the name of your medical aid fund:

....

10. Zwa zwino, arali vhone kana mirado ya muta wavho vho tangana na thaidzo dzavho dza ndeme vha a toda thuso naa kha muthu kana tshumelo dzi re kha mutevhe u re afha fhasi? *(Vha nga swaya zwibigisi zwi fhiraho tshithihi u itela iyi phindulo)*

At present, if you or members of your family experience serious personal problems, do you turn for help to any of the people/services listed below? (*You can tick more than one box for this answer*)

Murado wa muta A family member	Dzangano lavho la vhurereli Your religious organisation	Vhashumela vhapo vha muvhuso Government social workers	Mushumela vhapo kana mudivhi wa mihumbulo wa phuraivethe Private psychologist or social worker	Nanga ya sialala A traditional healer

3

Dokotela A doctor	Mushumisani mushumoni A colleague at work	Khonani kana mudzulatsini A friend or neighbor	A hu na na muthihi; ndi tandulula thaidzo dzanga nne mune No-one; I solve my own problems	Munwe (vha humbelwa u mu bula) Other (please specify)

11. Vha nga takalelana u dzhenela wekishopho nga ha inwe ya thero dzi tevhelaho? *(Vha nga swaya zwibogisi zwi fhiraho tshithihi u itela iyi phindulo)*
Would you be interested in attending workshops on any of the following topics? *(You can tick more than one box for this answer)*

U langula tshelede yanu, mugaganyagwama, nyadzimiso, na zwinwe Managing your money, budget, loans, etc.	U sudzuluswa, u fhungudzwa mushumoni kana u litsha mushumo Transfer, retrenchment or retirement	Halwa, HIV/AIDS, na zwinwe HIV/AIDS, Alcohol, etc.

Muta, mbingano kana thaidzo dza nwana Family, marriage or child problems	Tshinwe *(Vha humbelwa u tshi bula)* Other *(Please Specify)*	Ndi nga si takalele u dzhenela wekishopho ifhi na ifhio ya lushaka ulu. I would not like to attend any workshop of this type.

12. Vha vhona u nga zwi nga vha khwine naa uri tshitafu tsha Muhasho wa Zwa Madi na Vhusimamiri tshi eletshedziwe nga dziphurofeshinala dzo tholwaho nga Muhasho wa Zwa Madi na Vhusimamiri kana nga vhaeletshedzi vha nnda vha re kha khontiraka ya Muhasho wa Zwa Madi na Vhusimamiri kha ofisi dza phuraivethe dzi re tsini na hune vha shuma hone?
Do you think it would be better for DWAF staff to be counselled by professionals employed by DWAF or by outside counsellors on contract to DWAF at private offices close to where you work?

Vhaeletshedzi vha phurofesheni vho tholwaho nga DWAF DWAF employed professional counsellors	Vhaeletshedzi vha phurofesheni vha nnda Outside professional counsellors	Vhuvhili haho vho tangana, zwi tshi ya nga lushaka lwa thaidzo ine mushumi a vha nayo A combination of the two, depending on the type of problem an employee has

4

13. Vha vhona u nga zwi nga khwinisa na vhuvha ha vhathu vha re kha Muhasho wa Zwa Madi na Vhusimamiri arali vha wana nyeletshedzo u itela thaidzo dza vhone vhane(*u bva kha vhaeletshedzi vho nangiwaho kha Mbudziso 12)?*
Do you think it would improve the well-being of people in DWAF if they received counselling for their personal problems, paid for by DWAF *(from the type of counsellors chosen in Question 12)?*

Ee Yes	Hai No

14. Vha nga tama u eletshedzwa nga lufhio luambo kana nyambo? *(Vha nga swaya zwibogisi zwi no fhira tshithihi u itela iyi phindulo)*
In which language(s) would you prefer to be counselled? *(You can tick more than one box for this answer)*

Sepedi	Xitsonga	Tshivenda	English	Afrikaans	Lunwe (kha vha lubule) Other (specify)

15. Arali Muhasho wa Zwa Madi na Vhusimamiri wa netshedza tshumelo dza u eletshedza dza tshipiri dza u to livhana tshifhatuwo (hu tshi khou shumiswa lushaka lunwe na lunwe lwa vhaeletshedzi lune vha funa) vha nga i shumisela nnyi? *(Vha nga swaya zwibogisi zwi fhiraho tshithihi u itela iyi phindulo)*
If DWAF provided confidential face to face counselling services (using whichever type of counsellors you prefer) for whom would you use it? *(You can tick more than one box for this answer)*

U itela u disa vhathusi kana vhashumisani na vhone vha re na thaidzo dzavho For referring your subordinates or colleagues with personal problems	U itela vhone mune For yourself	U itela mirado ya muta wavho For your family members	Ndi nga si I shumise na luthihi I would not use it at all

5

16. Arali Muhasho wa Zwa Madi na Vhusimamiri wa netshedza nomboro ya lutingo ya mahala ya zwililo i sa divheiho i shumaho awara dza 24 u itela uri vhathu vha i founele musi vha tshi pfa u lemelwa, vhá nga i shumisela nnyi? *(Vha nga swaya zwibogisi zwi fhiraho tshithihi u itela iyi phindulo)*

If DWAF provided an anonymous 24 hour toll free crisis phone line for people to phone when they feel stressed, for whom would you use it? *(You can tick more than one box for this answer)*

U itela u disa vhathusi kana vhashumisani na vhone vha re na thaidzo dzavho For referring your subordinates or colleagues with personal problems	U itela vhone mune For yourself	U itela mirado ya muta wavho For your family members	Ndi nga si I shumise na luthihi I would not use it at all

17. Vha tangana na thaidzo dza mutakalo kana mishonga lu ngana (hu si HIV/AIDS)?
How often do you experience health or medical problems (not HIV/AIDS)?

Thi athu Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe All the time

18. Vha tangana na thaidzo na munna, mufumakadzi kana mufarisi wavho lu ngana?
How often do you experience problems with you husband, wife or partner?

Thi athu Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe Most of the time	A thi na mufarisi I do not have a partner

19. Vha tangana na thaidzo na vhana vhavho lu ngana?
How often do you experience problems with your children?

Thi athu Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe Most of the time	A thi na vhana I do not have children

20. Vha tangana na dzinwe thaidzo dza muta lu ngana?
How often do you experience other family problems?

Thi athu Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe Most of the time

21. Vha tangana na vhupfiwa ha u dinalea lu ngana?
How often do you experience feelings of depression?

Thi athu Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe Most of the time

22. Vha pfa vha na nyofho ya u vha na HIV/AIDS kana u fara HIV/AIDS lu ngana?
How often do you experience fears about having or catching HIV/AIDS?

Thi athu Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe Most of the time

23. Vha nga takalela naa mafhungo nga ha HIV/AIDS malugana na linwe na linwe la mafhungo a tevhelaho? *(Vha nga swaya zwibogisi zwi fhiraho tshithihi u itela iyi phindulo)*
Would you like HIV/AIDS information regarding any of the following issues? *(You can tick more than one box for this answer)*

Vha nga di tsireledza hani kha u fara tshitshili tsha HIV How to protect yourself from catching the HIV virus	Zwivhuya na zwivhi zwa u lingiwa u vha na HIV The advantages and disadvantages of having an HIV test	Zwine mvelele dza ndingo dza u vha na u sa vha na HIV zwa amba zwone What positive and negative HIV test results mean	Dzilafho la mushonga li re hone kha vhathu vho farwaho nga HIV/AIDS ndi lifhio What medical treatment is available for people with HIV/AIDS	Vha nga tshila hani vhutshilo ho fhelelaho arali vha na HIV How to live a full life if you are HIV+

U tanganedza vhudipfi ha u kwamea nga ndingo dza u vha na HIV Coping with the emotional impact of a positive HIV test	U kwamea nga ndingo ya u vha na HIV kha mufarisi wavho, mashaka a tsini na muta The impact of a positive HIV test on your partner, close friends, and family	Pfanelo na maimo a mushumo wavho sa mushumi are na HIV Your employment status and rights as an HIV+ worker	Ndi nga si takalele mafhungo nga ha thero ifhio na ifhio ya idzi I would not like information on any of these topics

7

24. Vha a ofha naa u litsha mushumo?
Do you have fears about retiring?

Thi ofhi Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe Most of the time

25. Vha a pfa vha tshi ofha naa u fhungudzwa mushumoni?
Do you experience fears about being retrenched?

Thi ofhi Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe Most of the time

26. Vha a tangana naa na thaidzo dza halwa kana diraga dza vhone vhane kana murado wa muta wa tsini?
Do you experience alcohol or drug problems of your own or a close family member?

Thi athu Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe Most of the time

27. Vha a tangana naa na thaidzo dza zwa mulayo?
Do you experience legal problems?

Thi athu Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe Most of the time

28. Vha a tangana naa na thaidzo dzinwe dza masheleni?
Do you experience any money/financial problems?

Thi athu Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe Most of the time

29. Vhone kana murado wa muta wa tsini vho no vhuya vha vha tshipondwa tsha vhugevhenga ha dzikhakhathi?
Have you or a close family member ever been the victim of a violent crime?

Ee Yes	Hai No

30. Tshinwe tshifhinga vho no vhuya vha pfa vhe na mutsiko u yelanaho na mushumo nga nthani ha manwe a mafhungo a tevhelaho?
(Vha nga swaya zwibogisi zwi fhiraho tshithihi u itela iyi phindulo)
Do you sometimes experience work-related stress because of any of the following issues? *(You can tick more than one box for this answer)*

U ofha malugana na vhane vha nga aluswa kana tsireledzo ya mushumo nga nthani ha u itwa ha Ndinganyiso ya Mushumo Fears about promotion prospects or job security due to Employment Equity practices	U tambudzwa nga maipfi kana muvhili nga vhahulwane Physical or verbal abuse by superiors	Thaidzo dza sisiteme ya mbadelo, nyaluso, kana vhukoni Payment, promotion, or merit system problems

U dzula kulesa na munna, mufumakadzi kana vhana vhavho Living far away from your husband, wife or children	U tambudzwa lwa vhudzekani Sexual Harassment	Zwinwe(vha humbelwa u zwi bula) Other (Please specify)	*A huna na tshithihi tsha idzi thaidzo* *None of these problems*

31. Vha a vhilaela naa nga u pfuluswa (tsumbo. u iswa kha Masipala, Bodo ya Madi kana Zhendedzi la Ndangulo ya Vhubvanyelelo)?
Do you worry about being transferred (e.g. to a Municipality, Water Board or Catchment Management Agency)?

Thi vhilaheli Never	Tshinwe tshifhinga Sometimes	Tshifhinga tshinzhi Quite often	Tshifhinga tshothe Most of the time

Thank you for completing this questionnaire. Your support is really appreciated!

Enquiries: *Nadene Bell*
(015) 290 1245 during office hours

AFRIKAANS / ENGLISH QUESTIONNAIRE

AFRIKAANS / ENGLISH QUESTIONNAIRE

AFRIKAANS/ENGLISH QUESTIONNAIRE

Behoeftebepalingsvraelys
Needs Assessment Questionnaire

In enige groot organisasie bestaan daar die moontlikheid dat werknemers van tyd tot tyd persoonlike probleme kan ondervind wat 'n negatiewe uitwerking op hulle werkverrigting en algemene geluk kan hê. Hierdie vraelys poog om te bepaal wat die behoeftes van die DWWB personeel is en hoe hierdie behoeftes aangespreek kan word.

In any large organisation it is likely that employees will experience personal problems from time to time and that this may have a negative impact on their work performance and general happiness. This questionnaire aims to assess what needs DWAF staff have and how these needs could be addressed.

Hoe om hierdie vraelys te voltooi
Hierdie is 'n vertroulike vraelys. U is lukraak gekies as deel van 'n 10% verteenwoordigende groep van die DWWB personeel in die Noordelike Provinsie. **U hoef nie u naam op die vraelys in te vul nie.** Ons stel nie daarin belang om uit te vind omtrent die probleme van individuele persone nie, maar wil vasstel wat 'n verteenwoordigende groep van die DWWB personeel omtrent hulle persoonlike behoeftes dink.

Lees asseblief die vrae noukeurig deur en maak dan 'n regmerkie (✓) in die blokkie wat die antwoord bevat wat die naaste aan reg vir u is. Probeer asseblief om al die vrae te beantwoord. Dankie vir u deelname aan hierdie navorsing. Ons hoop dat die bevindinge and uitslae tot voordeel van u en u kollegas sal wees.

How to complete this questionnaire
This is a confidential questionnaire. You have been randomly chosen as part of a 10% sample of DWAF staff in the Northern Province. **You do not need to put your name on the questionnaire.** We are interested in what a representative sample of DWAF staff think about their personal needs, not in finding out the problems of individual people.

Please could you read these questions carefully, then make a tick (✓) in the box under the answer that is the most correct for you. Please try to answer all the questions. Thank you for your participation in this research. We hope the findings and results will be of benefit to you and your colleagues.

1. **In watter ouderdomsgroep val u?**
   What is your age group?

16-34	35-44	45-54	55-60	61-64	65+

2. Is u manlik of vroulik?
Are you male or female?

Manlik Male	Voulik Female

3. Wat is u huwelikstaat?
What is your marital status?

Enkellopend Single	Woon saam met iemand Living together	Uitmekaar Separated	Geskei Divorced	Weduwee/ Wewenaar Widowed	Getroud Married

Nota: "Getroud" sluit in tradisionele, kerk en landdroskantoor huwelike.
Note: "Married" includes traditional, church and court marriages.

4. Wat is u huistaal?
What is your home language?

Sepedi	Xitsonga	Tshivenda	Afrikaans	English	Ander (spesifiseer) Other (specify)

5.Wat is u beroepskategorie? *(Merk asseblief slegs EEN)*
What is your occupational category? *(Please tick only ONE)*

Bestuurder Manager	Professioneel Tegnies Professional Technical	Professioneel ISD Professioneel ISD	Vakman Artisan	Administra sie Administra tion	Algemene Werker General Worker

Nota: "Bestuurder" geld vanaf Assistent-Direkteur tot Hoof-Direkteur, asook mense op gelykstaande vlakke.
Note: "Manager" refers to Assistant Directors up to Chief Director, as well as people of equivalent ranks.

6. Vir hoe lank werk u reeds vir die DWWB?
How long have you worked for DWAF?

0-1 year/jaar	2-5 years/jaar	6-15 years/jaar	15 years or more/jaar of meer

7. Wat is u hoogste onderwyskwalifikasie?
What is the highest educational level you have reached?

University degree Universiteits graad	National Diploma (Technikon or technical college) Nasionale Diploma (Technikon of tegniese kollege)	Certificate or Diploma (private college) Sertifikaat of Diploma (privaat-kollege)	Std 10 (Grade 12) or equivalent St 10 (Graad 12) of gelykstaande	Std 7 (Grade 9) or ABET equivalent St 7 (Graad 9) of ABET ekwivalent	Below Std 7 (Grade 9) Laer as St 7 (Graad 9)

8. Behoort u aan 'n Mediesefonds, hetsy as lid of afhanklike?
Do you belong to a Medical Aid Fund, either as member or dependent?

Yes/Ja	No/Nee

9. Indien *ja*, verskaf asseblief die naam van u mediese fonds:
If *yes*, please write the name of your medical aid fund:

....

10. Huidiglik, indien u of lede van u gesin ernstige persoonlike probleme ervaar, kontak u enige van die persone/dienste in die onderstaande lys vir hulp? *(U mag meer as een blokkie vir hierdie antwoord merk)*

At present, if you or members of your family experience serious personal problems, do you turn for help to any of the people/services listed below? (*You can tick more than one box for this answer*)

A family member 'n Familielid	Your religious organisation U kerklike organisasie	Government social workers Staatsdiens sosiale werkers	Private psychologist or social worker Privaat sielkundige of sosiale werker	A traditional healer 'n Tradisionele dokter
A doctor 'n Dokter	A colleague at work 'n Kollega by die werk	A friend or neighbor 'n Vriend of buurman/-vrou	No-one; I solve my own problems Niemand; ek los my eie probleme op	Other (please specify) Ander (spesifiseer asb)

11. Sou u belangstel om werkswinkels oor enige van die volgende onderwerpe by te woon?

Would you be interested in attending workshops on any of the following topics?
(U kan meer as een blokkie vir hierdie antwoord merk)
(*You can tick more than one box for this answer*)

Managing your money, budget, loans, etc. Bestuur u eie geld,begroting , lenings, ens.	Transfer, retrenchment or retirement Verplasing, Personeelvermindering of aftrede	HIV/AIDS, Alcohol, etc. HIV/VIGS, Alkohol, ens.

Family, marriage or child problems Familie-, huweliks- of kinderprobleme	Other *(Please Specify)* Ander (*Spesifiseer asseblief)*	I would not like to attend any workshop of this type. Ek sal nie daarvan hou om enige werskwinkel van hierdie aard by te woon nie.

12. Dink u dit sal beter wees vir DWWB personeel om berading te ontvang van professionele persone in diens van die DWWB of van buite-beraders wat op 'n

kontrakbasis vir die DWWB werk by privaat kantore naby u werkplek? (Van die tipe beraders gekies in vraag 12 indien berading deur DWWB betaal word)
Do you think it would be better for DWAF staff to be counselled by professionals employed by DWAF or by outside counsellors on contract to DWAF at private offices close to where you work? (From the type of counselor chosen in question 12)

DWAF employed professional counsellors Professionele beraders in diens van die DWWB	Outside professional counsellors Eksterne professionele beraders	A combination of the two, depending on the type of problem an employee has 'n Kombinasie van die twee, afhangend van die aard van die werknemer se probleem

13. Dink u dit sal die welstand van persone in die DWWB verbeter indien hulle berading vir hulle persoonlike probleme ontvang, (*Van die tipe beraders gekies in Vraag 12)? (As berading deur DWAF betaal word)*
Do you think it would improve the well-being of people in DWAF if they received counselling for their personal problems, paid for by DWAF (*from the type of counsellors chosen in Question 12)?*

Ja/Yes	Nee/No

14. In watter taal sou u berading verkies? (*U kan meer as een blokkie vir hierdie antwoord merk)*
In which language(s) would you prefer to be counselled? (*You can tick more than one box for this answer)*

Sepedi	Xitsonga	Tshivenda	English	Afrikaans	Other (specify) Ander (Spesifiseer)

15. Indien die DWWB vertroulike persoon-tot-persoon beradingsdienste sou verskaf (van die tipe beraders van u keuse) vir wie sou u dit benut? *(U kan meer as een blokkie vir hierdie antwoord merk)*

If DWAF provided confidential face to face counselling services (using whichever type of counsellors you prefer) for whom would you use it? *(You can tick more than one box for this answer)*

For referring your subordinates or colleagues with personal problems Om u ondergeskiktes of kollegas met persoonlike probleme te verwys	For yourself Vir uself	For your family members Vir u gesinslede	I would not use it at all Ek sal dit glad nie gebruik nie

16. Indien die DWWB 'n naamlose 24 uur tolvrye krisis telefoondiens het waarheen persone kan skakel wanneer hulle stres ervaar, vir wie sou u dit gebruik? *(U kan meer as een blokkie vir hierdie antwoord merk)*

If DWAF provided an anonymous 24 hour toll free crisis phone line for people to phone when they feel stressed, for whom would you use it? *(You can tick more than one box for this answer)*

For referring your subordinates or colleagues with personal problems Om u ondergeskiktes of kollegas met persoonlike probleme te verwys	For yourself Vir uself	For your family members Vir u gesinslede	I would not use it at all Ek sal dit glad nie gebruik nie

17. Hoe gereeld ondervind u gesondheids- of mediese probleme (nie HIV/VIGS nie)?
How often do you experience health or medical problems (not HIV/AIDS)?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	All the time Die heeltyd

18. Hoe gereeld ondervind u probleme met u man, vrou of maat?
How often do you experience problems with you husband, wife or partner?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	Most of the time Die meeste van die tyd	I do not have a partner Ek het nie 'n maat nie

19. Hoe gereeld ondervind u probleme met u kinders?
   How often do you experience problems with your children?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	Most of the time Die meeste van die tyd	I do not have children Ek het nie kinders nie

20. Hoe gereeld ondervind u ander gesinsprobleme?
   How often do you experience other family problems?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	Most of the time Die meeste van die tyd

21. Hoe gereeld ervaar u gevoelens van depressie?
   How often do you experience feelings of depression?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	Most of the time Die meeste van die tyd

22. Hoe gereeld ervaar u vrese daaroor dat u HIV/VIGS het of kan kry?
   How often do you experience fears about having or catching HIV/AIDS?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	Most of the time Die meeste van die tyd

23. Sou u graag HIV/VIGS inligting wou verkry oor enige van die volgende aangeleenthede? *(U kan meer as een blokkie vir hierdie antwoord merk)*
   Would you like HIV/AIDS information regarding any of the following issues? *(You can tick more than one box for this answer)*

How to protect yourself from catching the HIV virus Hoe om uself te beskerm teen die opdoen van die HIV virus	The advantages and disadvantages of having an HIV test Die voordele en nadele van 'n HIV toets	What positive and negative HIV test results mean Wat positiewe en negatiewe HIV toetsuitslae beteken	What medical treatment is available for people with HIV/AIDS Watter mediese behandeling beskikbaar is vir persone met HIV/VIGS	How to live a full life if you are HIV+ Hoe om 'n vol lewe te lei as u HIV+ Is

Coping with the emotional impact of a positive HIV test Hantering van die emosionele impak van 'n positiewe HIV toets	The impact of a positive HIV test on your partner, close friends, and family Die impak van 'n positiewe HIV toets op u maat, nabye vriende en familie	Your employment status and rights as an HIV+ worker U werkstatus en regte as 'n HIV+ Werker	I would not like information on any of these topics Ek wil nie inligting oor enige van hierdie onderwerpe ontvang nie

24. Het u enige vrese omtrent aftrede?
Do you have fears about retiring?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	Most of the time Die meeste van die tyd

25. Het u enige vrese omtrent afdanking?
Do you experience fears about being retrenched?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	Most of the time Die meeste van die tyd

26. Het uself of enige van u nabye familie drank- of dwelmproblems?
Do you experience alcohol or drug problems of your own or a close family member?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	Most of the time Die meeste van die tyd

27. Het u wetlike probleme?
Do you experience legal problems?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	Most of the time Die meeste van die tyd

28. Het u enige geldelike/finansiële probleme?
Do you experience any money/financial problems?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	Most of the time Die meeste van die tyd

29. Was u of 'n nabye familielid ooit die slagoffer van gewelddadige misdaad?
   Have you or a close family member ever been the victim of a violent crime?

Yes Ja	No Nee

30. Ervaar u soms werksverwante stres as gevolg van enige van die volgende? *(U kan meer as een blokkie vir hierdie antwoord merk)*
   Do you sometimes experience work-related stress because of any of the following issues? *(You can tick more than one box for this answer)*

Fears about promotion prospects or job security due to Employment Equity practices Vrese oor bevorderingsmoontlikhede of werksekuriteit a.g.v. gelyke arbeidspraktyke	Physical or verbal abuse by superiors Fisiese of verbale misbruik deur meerderes	Payment, promotion, or merit system problems Betaling, bevordering of meriete sisteemprobleme

Living far away from your husband, wife or children Woon ver van man, vrou of kinders	Sexual Harassment Seksuele Teistering	Other (Please specify) Ander (Spesifiseer asseblief)	*None of these problems* *Geeneen van hierdie probleme nie*

31. Is u bekommerd oor 'n oorplasing (bv. na 'n Munisipaliteit, Waterraad of Opvangsgebied Bestuursagentskap)?
Do you worry about being transferred (e.g. to a Municipality, Water Board or Catchment Management Agency)?

Never Nooit	Sometimes Somtyds	Quite often Heel dikwels	Most of the time Die meeste van die tyd

32. Is daar enige ander opmerkings wat u wil maak oor bystand wat DWWB personeel mag benodig?
Are there any other comments you would like to make about the assistance DWAF employees may need?

....

....

Dankie dat u die vraelys voltooi het. Ons waardeer u ondersteuning!

Thank you for completing this questionnaire. Your support is appreciated!

Enquiries/ Navrae: *Nadene Bell*
                                    (015) 2901245 during office hours
                                                            gedurende kantoor ure