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REACTING TO A 'DISCOVERED' SOCIAL PROBLEM
THROUGH ORGANISATIONAL ADAPTATION:

CASE STUDIES OF
CHILD SEXUAL ABUSE INVESTIGATION
OF SEVEN NEW ZEALAND POLICE DISTRICTS

WENDY HELEN MILLER BURGERING

A thesis submitted in fulfillment of the requirements
for the degree of Doctorate of Philosophy

The University of Auckland

1994

ABSTRACT

Organisations operate in an environment buffeted by social change. Child sexual abuse became publicly recognised as a social problem from 1986. The first part of this thesis examines public awareness of, and interest in child sexual abuse, how child sexual abuse arose in New Zealand, the influence of international "moral entrepreneurs" in shaping this recognition and the activities of local "moral entrepreneurs" including some police officers, in assisting the move of child sexual abuse from the private to the public arena.

The second part of this thesis examines organisational change and whether the causes for organisational change are environmentally or managerially driven. Or is it, as this thesis suggests a combination of both. This thesis takes these theoretical arguments and applies them to the process of organisational change that occurred in the New Zealand Police Department, from the development and implementation of the National Abuse Policy for the investigation of child sexual abuse and serious physical abuse.

The third part of this thesis examines the interlinking between the main theoretical foci, organisational change and the construction of a social problem.

The results of an investigation from key staff, Police and other agency personnel, from seven New Zealand Police Department Districts, interviewed in three waves over a two and a half year period, are reported. The total number of key staff from each wave was 93, 80 and 68.

The results of the first part of the thesis is that through effective lobbying by the women's movement and child protection groups child sexual abuse has become a recognised social problem.

In the second part of the thesis the following were found to be crucial factors in the shaping of organisational responses to child sexual abuse:

- The role of middle managers in the implementation of organisational change policies in assigning or not assigning appropriate resources.
- The role of the top management in the ownership of organisational change policies the procedures.
- Continual staff turnover and the policy of staff rotation limited the successful implementation and continued support for the National Abuse Policy. This factor, staff turn over and/or rotation, will impact on the success of any organisational change policy.
- The extent of the training provisions for police officers at all levels within the organisation and the maintenance of that training at a national and district level.
- Acceptance of the multidisciplinary investigative approach which differed from more traditional policing approaches.
- The internal and external pressure on the Police to implement and maintain a high profile response in the child sexual abuse field.

The results of the third part of the thesis is that the Police Department played a role in the public recognition of child sexual abuse as a social problem and as a result had to implement an operational response through the development of a National Abuse Policy.

ACKNOWLEDGEMENTS

This research has been completed with the help of many people, support that has been given in both practical and emotional terms. The sheer number prevents me from naming them all, so to those who I have not acknowledged by naming them here - I thank you now.

There are members of the New Zealand Police Department I wish to thank, for without their support this research would never have been started. I will acknowledge by name rather than rank as many have, over the years, changed positions or retired: to Jim Morgan, a fellow sociologist and police officer, his support and guidance at the very beginning and during his time in the Police was invaluable; Colin Wilson who was supportive of any research in the child abuse field that would assist the Police Department in getting the job done; Lindsay Hunter and Howard Broad who have kept a watching brief on this project from the very beginning and have given support throughout its development; to all the police officers who were involved in the survey, for their time, patience, and care in answering the questionnaires; to the police officers that I have worked with over this time, thank you for your dedication and caring to children that have been abused.

To all the other agency personnel who took part in this research, their candid replies, interest and patience helped me provide the data presented in this work; to the women and men in the Children and Young Persons Service, and other community agencies whom I have worked with over the years, their interest and moral support has been invaluable; to Eileen Swan, the 8.00 am chats over coffee helped keep me sane and focused; to Heather McDowell for the lunches, where we gave each other moral support, which were important for me to realise that there was a reason to complete this research; to all those I worked with at the Southern Video Unit their encouragement and support has been important for me; to Terry Dobbs and Heather Tchnergovski who have worked with me at the

Central Auckland Video Unit and supported me through the last year with many words and deeds of encouragement.

To Robin and Kate who proof read this with enthusiasm and care.

To Gaynor van Beurden who has done many hours of work, much of it created by my lack of computer skills. Her skill and patience have meant this thesis has finally been completed. Her friendship and support over this time has helped me see this research completed.

To my supervisors, Associate-Professor Cluny Macpherson and Dr Charles Crothers, I owe both a dept of gratitude. Their time, encouragement, advise^c, patience and caring have enabled me to complete this research. There were times I am sure when they despaired and wondered if this project would ever be completed. If they had not been for their cajoling and support it never would have been completed.

To my family and friends who have put up with the high^s, lows, frustrations, joys and confusion I am grateful that they have been there to share this with me and help me reach my goal.

To my husband Colin who has been there throughout this very long process. There are not enough words that can express my thanks.

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LIST OF ABBREVIATIONS

CIB	Criminal Investigation Branch
CSA	Child Sexual Abuse
DSW	Department of Social Welfare
MDA	Multi-Disciplinary Approach
NACPCA	National Advisory Council for the Prevention of Child Abuse
O/C Squad	Officer in Charge of Squad
O/C CIB	Officer in Charge of Criminal Investigation Branch
PEC	Police Executive Committee
RNZPC	Royal New Zealand Police College
SAT	Sexual Abuse Team