

# NCWWI Reference List

## INCENTIVES & WORK CONDITIONS

- Alarcon, G. M. (2011). A meta-analysis of burnout with job demands, resources, and attitudes. *Journal of Vocational Behavior, 79*(3), 549–562.
- Altman, J. C. & Cohen, C. S. (2016). “I could not have made it without them”: Examining trainee cohort perspectives on MSW education for public child welfare. *Journal of Public Child Welfare, 1*–18.
- Anderson, D. G. (2000). Coping strategies and burnout among veteran child protection workers. *Child Abuse & Neglect, 24*(6), 839–848.
- Auerbach, C., Zeitlin, W., Augsberger, A., Lawrence, C. K., & Claiborne, N. (2016). Societal factors impacting child welfare: Re-validating the perceptions of child welfare scale. *Children and Youth Services Review, 62*, 65–71.
- Baldschun, A. (2014). The six dimensions of child welfare employees’ occupational well-being. *Nordic Journal of Working Life Studies, 4*(4), 69–87.
- Barford, S. W., & Whelton, W. J. (2010). Understanding burnout in child and youth care workers. *Child & Youth Care Forum, 39*(4), 271–287.
- Bessaha, M. L., Schuler, B. R., & Moon, C. K. (2016). Social workers' perceptions of training preparedness and social justice norms on workplace empowerment. *Journal of Social Service Research, 1*–12.
- Bober, T., & Regehr, C. (2006). Strategies for reducing secondary and vicarious trauma: Do they work? *Brief Treatment and Crisis Intervention, 6*(1), 1–9.
- Boyas, J. F., Wind, L. H., & Ruiz, E. (2015). Exploring patterns of employee psychosocial outcomes among child welfare workers. *Children and Youth Services Review, 52*, 174–183.
- Bride, B. E. (2007). Prevalence of secondary traumatic stress among social workers. *Social Work, 52*(1), 63–70.
- Bride, B. E., Robinson, M. M., Yegidis, B., & Figley, C. R. (2004). Development and validation of the Secondary Traumatic Stress Scale. *Research on Social Work Practice, 14*(1), 27–35.
- Brimhall, K. C., Lizano, E. L., & Mor Barak, N. E. (2014). The mediating role of inclusion: A longitudinal study of the effects of leader-member exchange and diversity climate of job satisfaction and intention to leave among child welfare workers. *Children and Youth Services Review, 40*, 79–88.
- Brimhall, K. C., Mor Barak, M. E., Hurlburt, M., McArdle, J. J., Palinkas, L., & Henwood, B. (2016). Increasing workplace inclusion: The promise of leader-member exchange. *Human Service Organizations: Management, Leadership & Governance, 1*–18.

# NCWWI Reference List

## INCENTIVES & WORK CONDITIONS

- Caringi, J. C., Lawson, H. A., & Devlin, M. (2012). Planning for emotional labor and secondary traumatic stress in child welfare organizations. *Journal of Family Strengths, 12*(1), 1–31.
- Castellano, C. (2012). “Reciprocal Peer Support” (RPS): A decade of not so random acts of kindness. *International Journal of Emergency Mental Health, 14*(2), 1–6.
- Chen, S., & Scannapieco, M. (2010). The influence of job satisfaction on child welfare workers’ desire to stay: An examination of the interaction of self-efficacy and supportive supervision. *Children and Youth Services Review, 32*(4), 482–486.
- Chenot, D., Benton, A. D., & Kim, H. (2009). The influence of supervisor support, peer support, and organizational culture among early career social workers in child welfare services. *Child Welfare, 88*(5), 129–147.
- Chenot, D., Boutakidis, I., & Benton, A. D. (2014). Equity and fairness perceptions in the child welfare workforce. *Children and Youth Services Review, 44*(September 2014), 400–406.
- Choi, G. (2011). Organizational impacts on the secondary traumatic stress of social workers assisting family violence or sexual assault survivors. *Administration in Social Work, 35*(3), 225–242.
- Choi, J. N. (2007). Change-oriented organizational citizenship behavior: Effects of work environment characteristics and intervening psychological processes. *Journal of Organizational Behavior, 28*(4), 467–484.
- Chuang, E., Wells, R., Green, S. & Reiter, K. (2011). Performance-based contracting and the moderating influence of caseworker role overload on service provision in child welfare. *Administration in Social Work, 35*(5), 453–474.
- Clark, S. J., Smith, R. J., & Uota, K. (2013). Professional development opportunities as retention incentives in child welfare. *Children and Youth Services Review, 35*(9), 1687–1697.
- Conrad, D., & Kellar-Guenther, Y. (2006). Compassion fatigue, burnout, and compassion satisfaction among Colorado child protection workers. *Child Abuse & Neglect, 30*(10), 1071–1080.
- Cornille, T. A., & Meyers, T. W. (1999). Secondary traumatic stress among child protective service workers: Prevalence, severity and predictive factors. *Traumatology, 5*(1), 15–31.
- Cunningham, M. (2003). Impact of trauma work on social work clinicians: Empirical findings. *Social Work, 48*(4), 451–459.

# NCWWI Reference List

## INCENTIVES & WORK CONDITIONS

- Dane, B. (2000). Child welfare workers: An innovative approach for interacting with secondary trauma. *Journal of Social Work Education, 36*(1), 27–38.
- Dill, K., & Bogo, M. (2007). Impact of stressors on front-line child welfare supervisors. *The Clinical Supervisor, 26*(1–2), 177–193.
- Drake, B., & Yadama, G. N. (1996). A structural equation model of burnout and job exit among child protective services workers. *Social Work Research, 20*(3), 179–187.
- Fernandes, G. M. (2016). Organizational climate and child welfare workers' degree of intent to leave the job: Evidence from New York. *Children and Youth Services Review, 60*, 80–87.
- Fernandes, G. M. (2016). Organizational climate and child welfare workers' degree of intent to leave the job: Evidence from New York. *Children and Youth Services Review, 60*, 80–87.
- Fox, S., Harmon, D., & Washington, M. (2007). Worker safety: A hidden issue. *Policy & Practice, 65*(3), 30–31.
- Gandy-Guedes, M. E., Vance, M. M., Bridgewater, E. A., Montgomery, T., & Taylor, K. (2016). Using Facebook as a tool for informal peer support: A case example. *Social Work Education, 35*(3), 323–332.
- Gibson, K., Samuels, G., & Pryce, J. (2018). Authors of accountability: Paperwork and social work in contemporary child welfare practice. *Children and Youth Services Review, 85*, 43–52.
- Griffiths, A., & Royse, D. (2016). Unheard voices: Why former child welfare workers left their positions. *Journal of Public Child Welfare, 1*–18.
- Griffiths, A., Royse, D., & Walker, R. (2018). Stress among child protective service workers: Self-reported health consequences. *Children and Youth Services Review, 90*, 46–53.
- Haight, W., Sugrue, E. P., & Calhoun, M. (2017). Moral injury among Child Protection Professionals: Implications for the ethical treatment and retention of workers. *Children and Youth Services Review, 82*, 27–41.
- Haight, W., Sugrue, E., Calhoun, M., & Black, J. (2017). Everyday coping with moral injury: The perspectives of professionals and parents involved with child protection services. *Children and Youth Services Review, 82*, 108–121.
- Halbesleben, J. R., & Demerouti, E. (2005). The construct validity of an alternative measure of burnout: Investigating the English translation of the Oldenburg Burnout Inventory. *Work & Stress, 19*(3), 208–220.

# NCWWI Reference List

## INCENTIVES & WORK CONDITIONS

- Hamama, L. (2012). Burnout in social workers treating children as related to demographic characteristics, work environment, and social support. *Social Work Research, 36*(2), 113–125.
- Handran, J. (2015). Trauma-informed systems of care: The role of organizational culture in the development of burnout, secondary traumatic stress, and compassion satisfaction. *Journal of Social Welfare and Human Rights, 3*(1), 1–22.
- Harr, C., & Moore, B. (2011). Compassion fatigue among social work students in field placements. *Journal of Teaching in Social Work, 33*(3), 350–363.
- Henry, J., Richardson, M., Black-Pond, C., Sloane, M., Atchinson, B., & Hyter, Y. (2011). A grassroots prototype for trauma-informed child welfare system change. *Child Welfare, 90*(6), 169–186.
- Hermon, S. R., & Chahla, R. (2018). A longitudinal study of stress and satisfaction among child welfare workers. *Journal of Social Work, 1*–24.
- Hiles Howard, A. R., Parris, S., Hall, J. S., Call, C. D., Razuri, E. B., Purvis, K. B., & Cross, D. R. (2015). An examination of the relationships between professional quality of life, adverse childhood experiences, resilience, and work environment in a sample of human service providers. *Children and Youth Services Review, 57*, 141–148.
- Horwitz, M. (1998). Social worker trauma: Building resilience in child protection social workers. *Smith College Studies in Social Work, 68*(3), 363–377.
- Horwitz, M. J. (2006). Work-related trauma effects in child protection social workers. *Journal of Social Service Research, 32*(3), 1–18.
- Hummer, V. L., Dollard, N., Robst, J., & Armstrong, M. I. (2010). Innovations in implementation of trauma-informed care practices in youth residential treatment: A curriculum for organizational change. *Child Welfare, 89*(2), 79–95.
- ICF International Inc., LLC, in collaboration with Walter R. McDonald Associates. (2014). *Colorado Department of Human Services: Colorado child welfare county workload study*. Fairfax, VA: Author.
- Ingram, R. (2013). Emotions, social work practice, and supervision: An uneasy alliance? *Journal of Social Work Practice, 27*(1), 5–19.
- Jacobson, J. M. (2012). Risk of compassion fatigue and burnout and potential for compassion satisfaction among employee assistance professionals protecting the workforce. *Traumatology, 18*(3), 64–72.
- Jankoski, J. A. (2010). Is vicarious trauma the culprit? A study of child welfare professionals. *Child Welfare, 89*(6), 105–120.
- Jenkins, S. R., & Baird, S. (2002). Secondary traumatic stress and vicarious trauma: A validation study. *Journal of Traumatic Stress, 15*(5), 423–432.

# NCWWI Reference List

## INCENTIVES & WORK CONDITIONS

- Johnco, C., Salloum, A., Olson, K. R., & Edwards, L. M. (2014). Child welfare workers' perspectives on contributing factors to retention and turnover: Recommendations for improvement. *Children and Youth Services Review, 47*, 397–407.
- Kark, R., & Carmeli, A. (2009). Alive and creating: The mediating role of vitality and aliveness in the relationship between psychological safety and creative work involvement. *Journal of Organizational Behavior, 30*(6), 785–804.
- Kim, A., & Mor Barak, M. E. (2015). The mediating roles of leader–member exchange and perceived organizational support in the role stress–turnover intention relationship among child welfare workers: A longitudinal analysis. *Children and Youth Services Review, 52*, 135–143.
- Kim, H. (2011). Job conditions, unmet expectations, and burnout in public child welfare workers: How different from other social workers? *Children and Youth Services Review, 33*(2), 358–367.
- Kim, H., & Kao, D. (2014). A meta-analysis of turnover intention predictors among U.S. child welfare workers. *Children and Youth Services Review, 47*, 214–223.
- Kim, S. E., & Jung, C. S. (2015). The effects of status symbols in the office on employee attitudes in a human service agency. *Human Service Organizations: Management, Leadership & Governance, 1–17*.
- Ko, S. J., Ford, J. D., Kassam-Adams, N., Berkowitz, S. J., Wilson, C., Wong, M., . . . Layne, C. M. (2008). Creating trauma-informed systems: Child welfare, education, first responders, health care, juvenile justice. *Professional Psychology: Research and Practice, 39*(4), 396–404.
- Kramer, T. L., Siegl, B. A., Connors-Burrow, N. A., Savary, P. E., & Tempel, A. (2013). A statewide introduction of trauma-informed care in a child welfare system. *Children and Youth Services Review, 35*(1), 19–24.
- Kruzich, J. M., Mienko, J. A., & Courtney, M. E. (2014). Individual and work group influences on turnover intention among public child welfare workers: The effects of workgroup psychological safety. *Children and Youth Services Review, 42*, 20–27.
- Lamothe, J., Couvrette, A., Lebrun, G., Yale, G., Roy, C., Guay, S., & Geoffrion, S. (2018). Violence against child protection workers: A study of workers' experiences, attributions, and coping strategies. *Child Abuse & Neglect, 81*, 308–321.
- Lawrence, C. K. (2017). Building caseworker resilience through engagement with children, families, and peers. *Families in Society: The Journal of Contemporary Social Services, 98*(4), 266–274.

# NCWWI Reference List

## INCENTIVES & WORK CONDITIONS

- Lawrence, C. K., Zeitlin, W. S., Auerbach, C., & Claiborne, N. (2015). Climate change in private child welfare organizations. *Human Service Organizations: Management, Leadership & Governance*, 1–16.
- Lawrence, C., Claiborne, N., Zeitlin, W., & Auerbach, C. (2016). Finish what you start: A study of design team change initiatives' impact on agency climate. *Children and Youth Services Review*, 63, 40–46.
- Leake, R., Rienks, S., & Obermann, A. (2017). A deeper look at burnout in the child welfare workforce. *Human Service Organizations: Management, Leadership & Governance*, 1–11.
- LeBlanc, V. R., Regehr, C., Shlonsky, A., & Bogo, M. (2012). Stress responses and decision making in child protection workers faced with high conflict situations. *Child Abuse & Neglect*, 36(5), 404–412.
- Lerias, D., & Byrne, M. K. (2003). Vicarious traumatization: Symptoms and predictors. *Stress and Health*, 19(3), 129–138.
- Littlechild, B. (2005). The nature and effects of violence against child-protection social workers: Providing effective support. *British Journal of Social Work*, 35(3), 387–401.
- Liu, Y., Fuller, B., Hester, K., Bennett, R. J., & Simmering, M. J. (2017). Linking authentic leadership to subordinate behaviors. *Leadership & Organization Development Journal*, 1–17.
- Lizano, E. K., Hsiao, H. T., Mor Barak, M. E., & Casper, L. M. (2014). Support in the workplace: Buffering the deleterious effects of work-family conflict on child welfare workers well-being and job burnout. *Journal of Social Service Research*, 40(1), 178–188.
- Lizano, E. L. (2015). Examining the impact of job burnout on the health and well-being of human service workers: A systematic review and synthesis. *Human Service Organizations: Management, Leadership & Governance*, 39(3), 167–181.
- Lizano, E. L., & Mor Barak, M. (2015). Job burnout and affective wellbeing: A longitudinal study of burnout and job satisfaction among public child welfare workers. *Children and Youth Services Review*, 55, 18–28.
- Lizano, E. L., & Mor Barak, M. E. (2012). Workplace demands and resources as antecedents of job burnout among public child welfare workers: A longitudinal study. *Children and Youth Services Review*, 34(9), 1769–1776.
- Lloyd, C., King, R., & Chenoweth, L. (2002). Social work, stress and burnout: A review. *Journal of Mental Health*, 11(3), 255–265.

# NCWWI Reference List

## INCENTIVES & WORK CONDITIONS

- Logan, I. (2017). Isn't that why you were hired? *Journal of Ethnic & Cultural Diversity in Social Work*, 1–17.
- Maertz, C. O., Jr., Griffeth, R. W., Campbell, N. S., & Allen, D. G. (2007). The effects of perceived organizational support and perceived supervisor support on employee turnover. *Journal of Organizational Behavior*, 28(8), 1059–1075.
- Mandell, D., Stalker, C., Wright, M. d. Z., Frensch, K., & Harvey, C. (2012). Sinking, swimming, and sailing: Experiences of job satisfaction and emotional exhaustion in child welfare employees. *Child and Family Social Work*, 18(4), 383–393.
- Maslach, C., Leiter, M. P., & Jackson, S. E. (2012). Making a significant difference with burnout interventions: Researcher and practitioner collaboration. *Journal of Organizational Behavior*, 33(2), 296–300.
- McCrae, J. S., Scannapieco, M., & Obermann, A. (2015). Retention and job satisfaction of child welfare supervisors. *Children and Youth Services Review*, 59, 171–176.
- Middleton, J. S., & Potter, C. C. (2015). Relationship between vicarious traumatization and turnover among child welfare professionals. *Journal of Public Child Welfare*, 9(2), 195–216.
- Miller, J. J., Donohue-Dioh, J., Niu, C., & Shalash, N. (2018). Exploring the self-care practices of child welfare workers: A research brief. *Children and Youth Services Review*, 84, 137–142.
- Patterson-Silver Wolf, D. A., Dulmus, C. N., Maguin, E., & Cristall, M. (2013). Factors influencing worker morale: Evaluating provider demographics, workplace environment and using ESTs. *Research on Social Work Practice*, 23(5), 304–310.
- Perron, B. E., & Hiltz, B. S. (2006). Burnout and secondary trauma among forensic interviewers of abused children. *Child and Adolescent Social Work Journal*, 23(2), 216–234.
- Potter, C. C., Leake, R., Longworth-Reed, L., Altschul, I., & Rienks, S. (2016). Measuring organizational health in child welfare agencies. *Children and Youth Services Review*, 61, 31–39.
- Preston, M. S. (2013). Advancing case manager motivation in child welfare: Job control's curvilinear relationship and instrumental feedback's moderating influence. *Children and Youth Services Review*, 35(12), 2003–2012.
- Preston, M. S. (2018). Does job control buffer work demands' detrimental impact on public child welfare case managers' affective well-being? Extending the nonlinear demand-linear control model. *Child and Youth Services Review*, 85, 219–227.

# NCWWI Reference List

## INCENTIVES & WORK CONDITIONS

- Regan, K. (2016). Leadership identity formation in nonprofit human service organizations. *Human Service Organizations: Management, Leadership & Governance*, 1–6.
- Rittschof, K. R., & Fortunato, V. J. (2015). The influence of transformational leadership and job burnout on child protective services case managers' commitment and intent to quit. *Journal of Social Service Research*, 1–14.
- Robson, A., Cossar, J., & Quayle, E. (2014). The impact of work-related violence towards social workers in children and family services. *British Journal of Social Work*, 44(4), 924–936.
- Romero, A., & Lassmann, H. (2016). Benefits of mentoring programs for child welfare workers: A systematic review. *Human Service Organizations: Management, Leadership & Governance*, 1–16.
- Ryan, T. N., & Gomez, R. J. (2016). What does it take to close a comprehensive child welfare systems reform lawsuit? A case study approach. *Human Service Organizations: Management, Leadership & Governance*, 1–23.
- Sage, T. E. & Sage, M. (2016). Social media use in child welfare practice. *Advances in Social Work*, 17(1), 93–112.
- Salloum, A., Kondrat, D. C., Johnco, C., & Olson, K. R. (2015). The role of self-care on compassion satisfaction, burnout, and secondary trauma among child welfare workers. *Children and Youth Services Review*, 49, 54–61.
- Schuler, B. R., Bessaha, M. L., & Moon, C. A. (2016). Addressing secondary traumatic stress in the human services: A comparison of public and private sectors. *Human Service Organizations: Management, Leadership & Governance*, 40(2), 94–106.
- Selden, S. C., & Sowa, J. E. (2015). Voluntary turnover in nonprofit human service organizations: The impact of high performance work practices. *Human Service Organizations: Management, Leadership & Governance*, 39(3), 182–207.
- Shier, M. L., Graham, J. R., Fukuda, E., Brownlee, K., Kline, T. J., Walji, S., & Novik, N. (2012). Social workers and satisfaction with child welfare work: Aspects of work, profession, and personal life that contribute to turnover. *Child Welfare*, 91(5), 117–138.
- Skivenes, M., & Tonheim, M. (2016). Improving the care order decision-making processes: Viewpoints of child welfare workers in four countries. *Human Service Organizations: Management, Leadership & Governance*, 40(2), 107–117.
- Smith, R. J., & Clark, S. J. (2011). Does job resource loss reduce burnout and job exit for professionally trained social workers in child welfare? *Children and Youth Services Review*, 33(10), 1950–1959.
- Söderfeldt, M., Söderfeldt, B., & Warg, L. E. (1995). Burnout in social work. *Social Work*, 40(5), 638–646.



# NCWWI Reference List

## INCENTIVES & WORK CONDITIONS

- Spielfogel, J. E., Leathers, S. J., & Christian, E. (2016). Agency culture and climate in child welfare: Do perceptions vary by exposure to the child welfare system? *Human Service Organizations: Management, Leadership & Governance*, 1–15.
- Sprang, G., Craig, C., & Clark, J. (2011). Secondary traumatic stress and burnout in child welfare workers: A comparative analysis of occupational distress across professional groups. *Child Welfare*, 90(6), 149–168.
- Strolin-Goltzman, J., Kollar, S., & Trinkle, J. (2010). Listening to the voices of children in foster care: Youths speak out about child welfare workforce turnover and selection. *Social Work*, 55(1), 47–53.
- Strolin-Goltzman, J., Kollar, S., Shea, K., Walcott, C., & Ward, S. (2016). Building a landscape of resilience after workplace violence in public child welfare. *Children and Youth Services Review*, 71, 250–256.
- Thomas, J. T. (2016). Adverse childhood experiences among MSW students. *Journal of Teaching in Social Work*, 36(3), 235–255.
- Vogus, T. J., Cull, M. J., Hengelbrok, N. E., Modell, S. J., & Epstein, R. A. (2016). Assessing safety culture in child welfare: Evidence from Tennessee. *Children and Youth Services Review*, 65, 94–103.
- Wagaman, M. A., Geiger, J. M., Shockley, C., & Segal, E. A. (2015). The role of empathy in burnout, compassion satisfaction, and secondary traumatic stress among social workers. *Social Work*, 60(3), 201–209.
- Wagner, R., Van Reyk, P., & Spence, N. (2001). Improving the working environment for workers in children's welfare agencies. *Child and Family Social Work*, 6(2), 161–178.
- Webb, C. M. (2016, February). How small shifts in leadership can transform your team dynamic. *McKinsey Quarterly*, 1–7.
- Wermeling, L., & Smith, J. (2009). Retention is not an abstract notion: The effect of wages and caretaking. *Journal of Social Service Research*, 35(4), 380–388.
- Wilke, D. J., Radey, M., King, E., Spinelli, C., Rakes, S., & Nolan, C. R. (2017). A multi-level conceptual model to examine child welfare worker turnover and retention decisions. *Journal of Public Child Welfare*, 1–28.
- Wilson, C., Conradi, L., Tullberg, E., & Sullivan Sutton, E. (2011, March). Creating trauma-informed systems of child welfare. *Children's Mental Health eReview*, 1–11.
- Wilson, F. (2016). Identifying, preventing, and addressing job burnout and vicarious burnout for social work professionals. *Journal of Evidence-Informed Social Work*, 13(5), 479–483.

# NCWWI Reference List

## INCENTIVES & WORK CONDITIONS

- Wu, L., Rusyidi, B., Claiborne, N., & McCarthy, M. L. (2013). Relationships between work-life balance and job-related factors among child welfare workers. *Children and Youth Services Review, 35*(9), 1447–1454.
- Zeitlin, W., Claiborne, N., Lawrence, C. K., & Auerbach, C. (2016). Validating the psychological climate scale in voluntary child welfare. *Research on Social Work Practice, 26*(2), 203–211.
- Zerach, G. (2013). Compassion fatigue and compassion satisfaction among residential child care workers: The role of personality resources. *Residential Treatment for Children & Youth, 30*(1), 72–91.