

Adult Protective Services Specialists in Texas: Perceptions of Three Factors Affecting Turnover

By

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Abstract

The Adult Protective Services (APS) program in Texas is charged with investigating abuse, neglect and exploitation of persons age 65 and older or adults over the age of 18 with disabilities and providing services to victims. The APS program also investigates abuse, neglect, and exploitation in certain facilities that provide services to individuals with mental illness and/or mental retardation. Turnover of frontline staff (APS specialists) is a concern for the program, particularly specialists in their first year of employment. In 2009, turnover for first year APS specialists was over 33%. In order to better understand turnover at Adult Protective Services, this research describes perceptions of APS Specialists (I, II, III and IV) statewide as related to select internal, external, and organizational factors affecting turnover. These perceptions are important because they provide program management a place to focus efforts to reduce turnover. The internal factors described are Public Service Motivation (PSM), and Mission Attachment (MA). The external factors are Supervisory Support (SS) and Recognition. The organizational factor described is Burnout, consisting of emotional exhaustion, depersonalization, and feelings of inefficacy.

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It should be noted that Jillian has her own ideas about turnover in the workplace. When she found out that her Daddy was trying to better understand why people leave their jobs, she immediately informed him that "either they don't get paid enough or the work is too hard." Who needs a study?

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Chapter I

Introduction

Introduction:

The Texas Adult Protective Services (APS) is a program of the Department of Family and Protective Services (DFPS), which includes Child Protective Services, Child Care Licensing, and Residential Child Care Licensing. As in many human services agencies, turnover is a problem for DFPS and the APS program. Turnover occurs when employees leave the program. The problem is addressed directly in recent appropriations legislation:

[T]he Texas Department of Family and Protective Services shall develop a Human Resources Management Plan designed to improve employee morale and retention. The plan must focus on reducing employee turnover through better management. The Texas Department of Family and Protective Services shall report semi-annually to the Senate Finance Committee, the House Committee on Appropriations, the Legislative Budget Board, and the Governor the employee turnover rate, by job category, at the agency during the preceding twelve months. The effectiveness of the agency's plan shall be measured by whether there is a reduction in employee turnover rates at the agency, specifically by the reduction in the turnover rates for caseworkers. (LBB 2009: 158)

As part of the newly developed Human Resources Management Plan, DFPS implemented a series of workgroups known as the Workforce Support and Retention Initiative (WSRI). The workgroups focused on managing workloads, valuing employees, promoting employee communication and input, strengthening supervision, improving hiring practices, and enhancing the work environment (DFPS 2009). The newly implemented efforts may be effective. Overall, APSS turnover was at 17.7% for fiscal year (FY) 2009, the lowest rate in five years. However, turnover for APSS I position was at 33.2%, the second highest rate in the same five year period.¹ Table 1.1 summarizes the turnover data for the past five years.

¹ Data from DFPS Management Reporting and Statistics retrieved 09/04/2009.

Table 1.1 Historical Turnover Data for APS.²

Fiscal Year	2005	2006	2007	2008	2009
Overall APSS turnover	20.5%	19.7%	22.3%	18.1%	17.7%
APSS I Turnover	38.5%	31.2%	29.5%	31.6%	33.2%
APSS II Turnover	30.4%	12.0%	18.3%	11.3%	15.8%
APSS III Turnover	5.3%	10.3%	14.5%	5.2%	11.8%
APSS IV Turnover	9.8%	3.9%	12.9%	9.8%	5.1%

APS Specialists (APSS) are categorized into four levels, APS specialists I, II, III and IV. There are also a select number of APS specialists V in the program. The first four levels are a function of tenure and certification, the fifth level is a competitive position and will not be examined for purposes of this research. Specialists are directly responsible for the investigation of abuse and neglect and for providing services. As demonstrated in table 1.1, turnover for the APSS I position is the highest in the program. APSS I corresponds to the first year of employment with APS. The data from this project will help management understand perceptual differences between positions with high turnover and those of their more tenured counterparts doing the same work.

Although efforts to reduce turnover may have some effect, additional factors such as the state of the economy are also influencing turnover rates. Turnover at DFPS in general, and APS in particular, remains an ongoing concern. In an effort to supplement the recommendations of the WSRI, this project will examine APS Specialists' perceptions of factors that can influence

² Specialist classifications are a function of tenure and training/certification. From the raw data it is apparent that turnover rates are much higher for less tenured employees at Texas APS. It is beyond the scope of the current descriptive project, but APS program may benefit from further analyzing project data and looking for possible causal relationships between descriptive categories and tenure.

turnover. Results of the study will increase the understanding of particular reasons for APS turnover. Whereas the WSRI is an agency wide initiative, the specific information from this study will provide valuable data for APS field management as it implements WSRI recommendations and designs and implements program specific efforts to reduce turnover.

Institutional setting

In order to understand turnover at APS, it is important to have a basic understanding of the program itself, where it fits within the Texas human services structure, and the unique challenges of APS work. The APS program is a relatively small component of the larger Texas Department of Family and Protective Services (DFPS) which includes the Child Protective Services (CPS) program and two smaller programs, Child Care Licensing and Residential Child Care Licensing. (CCL and RCCL). The APS program in Texas is approximately one tenth the size of CPS, with close to 1,000 employees as compared to around 10,000 for CPS. DFPS itself is one of four agencies under the umbrella of the Health and Human Services Commission (HHSC) in Texas. HHSC, DFPS, the Department of Aging and Disability Services (DADS), the Department of State Health Services (DSHS) and the Department of Assistive and Rehabilitative Services (DARS) provide the majority of health and human services in the state of Texas and the "enterprise" as it is called, employs nearly 60,000 people statewide.

APS organization

The APS Program in Texas investigates abuse, neglect and exploitation (a/n/e) of the elderly (over age 65) and persons with disabilities living in the community and in certain facilities. APS also provides services to clients in the community to mitigate abuse, neglect and exploitation (DFPS Website 2009). To achieve its mission, APS in Texas is divided into two

different areas, Mental Health and Mental Retardation (mhmr) investigations and the APS in-home program.

APS In-home program

APS in-home specialists investigate a/n/e of the elderly or persons with disabilities in community settings. Abuse is defined as "willful infliction of injury, unreasonable confinement or cruel punishment." Neglect is "the failure to provide for one's self the goods or services which are necessary to avoid physical harm, mental anguish, or mental illness, or the failure of a caretaker to provide such goods or services," while exploitation is defined as "the illegal or improper act or process of using the resources of an elderly or disabled person for monetary or personal benefit." (DFPS website 2009). In order for APS to investigate, the alleged perpetrator of the a/n/e must be related to the victim or have assumed a caregiver role. In addition, APS in-home investigates self-neglect, as outlined in the definition above.

Upon validating a/n/e, the in-home specialist attempts to provide protective services that will reduce or eliminate the maltreatment. A victim has the right to refuse APS services; although in cases where capacity is in question, APS may appeal to the courts to provide involuntary services. DFPS has created the following composite example of a typical APS in-home case:

"Mrs. Gregg was admitted to the hospital with a ruptured left eye due to untreated glaucoma. Her hair was matted and her clothes were soiled. She had sores on her legs and her toenails were so long they curved over and under her feet. Mrs. Gregg lived with a daughter who had a history of mental illness. APS found that their home was infested with roaches and cluttered with trash inside and out. A nephew, who was representative payee, was grossly exploiting both mother and daughter. APS arranged, through other state and community agencies, home-delivered meals, in-home care, ongoing medical treatment and direct deposit of the clients' social security checks, and for the daughter to be taught to write checks and manage money." (DFPS website 2009).

APS Mhmr program

The mhmr program is charged with investigating a/n/e in various institutional and residential settings for persons with mental illness and mental retardation, including State Supported Living Centers (SSLCs, formerly State Schools), State Hospitals, Home and Community Services (HCS) group homes, Community centers and sundry other settings that contract with the state or with the providers listed previously to provide services for persons with mental illness or mental retardation. In addition, APS mhmr investigations will begin to investigate a/n/e in private Intermediate Care Facilities for Mental Retardation (ICF/MR) as of June 1, 2010.

APS Mhmr specialists are strictly investigators, and do not provide direct protective services to the victims in their cases. Mhmr specialists investigate allegations against staff at the placements described above. The investigative report is provided to management at the facility and may result in dismissal of the perpetrator in a confirmed case. Mhmr investigations must be thorough and well supported, as they are subject to scrutiny by various external groups, including the facility, law enforcement, advocacy groups and legislative offices. In addition, it is very likely that a confirmed allegation resulting in a dismissal will end up in a hearing.

Additional APS Challenges

The Texas APS mhmr program has received legislative and media attention as a result of several high profile cases of a/n/e at the Corpus Christi SSLC and other institutions subject to APS investigation. In addition, the United States Department of Justice (DOJ) investigated all SSLCs across the state of Texas. The DOJ made recommendations for improvement, eventually entering into an agreement with the State of Texas to reform various aspects of the care settings,

including some changes to the way APS conducts investigations. The 2009 legislative session in Texas also added changes to the APS mhmr program. Although APS mhmr was not directly targeted by the DOJ investigation, nor was the legislature or the media overtly critical of the program, APS specialists in the mhmr program have been faced with major challenges and changes that may contribute to increased turnover.³

The APS in-home program came under similar scrutiny in 2004 as a result of some high profile cases in El Paso and Arlington. As a result, the program underwent a reform process, resulting in the implementation of 252 recommended changes stemming from an investigation by the HHSC Office of Inspector General. Again, although the reform of the program has proven successful, the process of change and the additional stresses placed on APS specialists may have contributed to ongoing turnover in APS.⁴

In addition to federal, legislative and media pressures, APS Specialists already have a difficult job. APS casework, while it can be rewarding, is both demanding and emotionally charged (Este 2007; Vinzant 1998). The following excerpt provides additional context and accurately describes some daily challenges of an APS Specialist:

"Workers dealt with a woman too confused to take necessary medications, a home so full of garbage that the occupant could no longer walk through the living room, a husband abusing his terminally ill wife, an elderly man whose trailer was being used by prostitutes, and HIV-positive heroin addict newly deported from Denmark complaining about neglect in his residential placement, a retarded man claiming sexual abuse in a group home, a mother being financially exploited by her daughter, a woman with bruises in a nursing home who couldn't speak, a stroke victim abused by her daughter-in-law, a grandson using his

³ Information obtained through 4 years experience as Regional Director for APS in Central Texas, providing MHMR investigative services to three SSLCs and a State Hospital.

⁴ Based on experience as an APS unit supervisor, program administrator, and subject matter expert, as well as personal participation in the Office of Inspector General's investigation into APS and hands on experience developing and implementing reform measures.

grandmother's house to deal drugs, and a woman in a nursing home sexually harassing the assistant director of the home" (Vinzant 1998: 351-352).⁵

Turnover at APS is at least in part related to the difficult nature of the work and the stress and frustration of dealing with ongoing abuse and neglect of the elderly and persons with disabilities.

Cost of Turnover:

The cost of turnover in human services is generally understood and acknowledged in the literature (Blankertz and Robinson 1997; Vinzant 1998; Barak et al 2001; Lane et al 2003). APS casework in Texas, like that of similar programs, is complex and requires extensive training. Specialists are not allowed to carry any caseload until they have completed six to eight weeks of web-based and on-the-job training, followed by two weeks of classroom training. Once the initial training is complete, specialists are assigned a limited caseload for at least one month. Following this, specialists complete a third week of advanced classroom training. One of the major costs associated with this training schedule is that a new specialist is not fully case assignable for three to five months from their date of hire. In addition, there is a common belief within APS that new caseworkers are not completely able to fill their role until they have been on the job for one to two years, depending upon their background and experiential base.⁶ In practical terms this means that, given the turnover rate, eighty to eighty five percent of the workforce is carrying the bulk of the annual caseload.

The program incurs significant fiscal costs during the first four months of an APS Specialist's tenure. APSS I are paid a monthly salary of approximately \$2500.00, retirement of \$165.00 monthly, an average of \$300.00 for health benefits in the fourth month of employment,

⁵ Although these examples come from a case study conducted in Arizona and Illinois, the situations described are typical of those confronted by Texas APS specialists in the in-home and mhm programs.

⁶ Based upon 11 years experience with APS and conversations with management and field staff at all levels of the organization.

and at least \$1815.00 for lodging and per diem during training⁷. The estimated cost to the agency for the first four months of employment/training is \$12,775.00.

The \$12,775.00 estimate does not include the costs of recruiting, interviewing and hiring, field and classroom trainers, supervisory time and energy, overtime incurred by other specialists covering for the vacancy, and sundry other expenses related to on-boarding and training a new employee. Barak et al (2001:627) note other indirect costs associated with turnover in human services agencies, such as the effects on the productivity of employees remaining in the field and the toll on quality services to clients. In addition, "turnover related problems can be especially difficult in agencies where the productive capacity is concentrated in human capital - in the skills, abilities and knowledge of employees" (Barak et al 2001: 627). Given the training investment of the agency and the aforementioned anecdotal understanding of what it takes to be a fully capable caseworker, APS clearly concentrates productive capacity in its personnel. When you combine direct fiscal data and less quantifiable indirect costs, agency costs from turnover are substantial and draw resources away from the mission.

Research Purpose

In order to better understand turnover at Adult Protective Services, this research describes perceptions of APS Specialists (I, II, III and IV) statewide as related to select internal, external, and organizational factors affecting turnover. These perceptions are important because they will provide program management a place to focus efforts to reduce turnover.

⁷ An estimate based on entry level APS specialists salary of \$2,494.41 a month or up to 6.8% more depending upon their background. DFPS pays 6.5% of salary to the Employee Retirement System for each employee, health insurance is paid by the department after 90 days of employment. Base per diem includes \$85.00 per night hotel costs and \$36.00 a day for meals and expenses (varies by location).

Chapter Purpose

Chapter II reviews the literature relating to turnover, particularly turnover in the social services fields. Drawing from the literature, Chapter II develops the conceptual framework of descriptive categories for the research. The categories are operationalized in Chapter III, which describes the methodology for the research and presents the research instrument, linked to the literature.

Chapter IV describes the results of the research and analyzes the data collected. Using the data from Chapter IV, Chapter V provides a summary of the project and the findings. Chapter V also includes recommendations drawn from the research results as well as ideas for future research.

Chapter II

Literature Review

Chapter purpose

Chapter III examines the literature to identify factors that contribute to turnover in human service organizations. The chapter identifies the reason for selecting the specific factors to be researched and uses the literature to explain how these factors contribute to turnover and how they can be defined and measured. Chapter III presents the conceptual framework for the project and links the framework directly to the literature.

Explaining turnover behavior

There are multiple factors associated with retention, or its other side, turnover. Retention is defined as the continuing employment of valued employees. These factors include which include internal, external, and organizational categories, are examined from the perspective of the individual employee. The internal factors include Public Service Motivation (PSM) and Mission Attachment (MA); the external factors are supervisory support and recognition, while the organizational factor is burnout.

There is "no single unifying model has been developed to explain turnover among human service workers" (Barak et al 2001: 628). Given the broad nature of the problem and the lack of a unifying model, this study relies on categories that provide feasible alternatives to address the turnover problem within the scope of APS field management. APS can do little to alter difficulties with clients, scarcity of resources, and the overall demands of the job, therefore these issues are not directly examined. In addition, while arguments may be made for increasing pay,

benefits, or reducing workload by adding staff, these approaches are not practical from the standpoint of the APS field administrator and are excluded from this study.

Conceptual Framework

With a few exceptions such as Vinzant (1998) and Este (2007), there is little research on turnover and motivation of Adult Protective Services (APS) employees. However, a great deal of research has been done on child welfare and Child Protective Services (CPS) employees. This study applies the literature on CPS employees to APS employees as these two groups of social service providers face similar challenges. Barak et al (2001: 631) view "other human services employees" in the same category as child welfare workers because they "experience conditions associated with higher levels of job stress than do workers in many other settings" (631). Furthermore, APS and CPS specialists share many of the same conditions and frustrations, including working with involuntary clients, limited gratitude from the population served, extensive caseloads, and role conflicts.⁸

Three categories help explain turnover at APS. These are internal, external, and organizational, as presented in table 3.1, the conceptual framework table.

⁸ Statement is based on 6 years of direct experience as a CPS and APS specialist in the field as well as observations during 7 years as a manager within DFPS.

Table 2.1 Conceptual Framework⁹

Internal	
Public Service Motivation	Perry and Wise (1990); Perry (1996); Vinzant (1998); Brewer and Selden (1998); Rainey and Steinbauer (1999); Naff and Crum (1999); Moynihan and Pandey (2007); Perry et al (2008); Kim (2009); Bozeman and Feeney (2009).
Mission Attachment	Rycraft (1994); Rainey and Steinbauer (1999); Brown and Yoshioka (2003); Kim and Lee (2007).
External	
Supervisory Support	Rycraft (1994); Nyhan (1999); Barak, et al (2001); Rycraft (2001); Kim (2002); Lane and Wolf (2003); Perry (2004); Westbrook, et al (2006); Jacquet, et al (2007); Kim and Lee (2007); Guzman (2007).
Recognition	Flowers and Hughes (1973); Perry and Wise (1990); Rycraft (1994); Blankertz and Robinson (1997); Vinzant (1998); Rainey and Steinbauer (1999); Brewer, et al (2000); Lane and Wolf (2003); Kim and Lee (2007).
Organizational	
Burnout: Emotional Exhaustion Depersonalization Inefficacy	Daley (1979); Maslach and Jackson 1981; Maslach and Jackson (1986); Schaufeli, et al (1993); Drake and Yadama (1996); Brett and Yadama (1996); Van Dierendonck, et al (1998); Wright and Cropanzano (1998); Taris, et al (1999); Maslach, et al (2001).

Internal factors

Internal aspects are defined as qualities or values that are a part of the individual make up of an employee. Higher levels of Public Service Motivation (PSM) and Mission Attachment (MA) are associated with decreased turnover (Bright 2007; Brown and Yoshioka 2003; Naff and Crum 1999; Rycraft 1994; Perry and Wise 1990). These are considered internal factors because they are reliant upon individual motivations and values.

PSM and MA are useful concepts because an applicant's level of attachment and motivation can be identified at time of hire. Currently DFPS uses an initial screening for

⁹ For more on the conceptual framework development used in this paper see Shields (1998) and Shields and Tajalli (2006).

qualifications to identify potential candidates for hire. After screening, applicants take a test and their scores are used to determine whether they will merit an interview. The final step in the selection process is a behavioral interview with the applicant after which selection is made. The current screening, testing and interview protocols do not address PSM or MA. However, APS and other programs have been able to add written exercises and other elements to the selection process, although these do not currently include any measurement of PSM or MA. The contract for pre-employment testing and screening is currently up for renewal, allowing for flexibility in the process moving forward. APS field management will be able to modify or mold current processes to look for particular traits in candidates for employment, these traits may include PSM and MA measures.

Public service motivation (PSM)

The idea that public service motivation is important for public sector employees is a simple but important concept. Public sector employees have a "special calling" and they "may be different than their fellow citizens with respect to a range of attributes" (Perry 1996: 5). James Perry and Lois Wise (1990) first attempted to define and to clarify PSM. Prior to 1990 PSM, or its undefined equivalent, was simply thought of as a form of altruism. This view dates back to the origins of public administration. For example, Woodrow Wilson (1912) said that government's "business is to establish and maintain every condition which will assist the people to a sound and wholesome and successful life" (Wilson 1912: 195). Perry and Wise (1990) and Perry (1996) quote Elmer Staats (1988: 601) who describes public service as "a concept, an attitude, a sense of duty - yes, even a sense of public morality." Many practitioners subscribe to the idea that there is a special public service ethic or calling. However, altruism or PSM is hard to define, quantify and measure.

Defining PSM

Perry and Wise argue that "public service motivation may be understood as an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations" (1990: 368). The definition has upheld scrutiny over the past nineteen years, with many authors continuing to examine PSM through the lens of that definition (Perry 1996; Perry et al 2008; Vinzant 1998; Moynihan and Pandey 2007). Others have expanded or slightly altered the definition; "the motivational force that induces individuals to perform meaningful public service" (Brewer and Selden 1998: 417), or "a general altruistic motivation to serve the interests of a community of people, a state, a nation, or mankind" (Rainey and Steinbauer 1999: 23). Whichever definition is chosen, PSM is accepted as a unique aspect of public service.

Perry and Wise argue that PSM is a result of rational, normative, and affective motivations. PSM is rational because individuals seek to maximize their own utility and fulfillment from public service (Perry and Wise 1990; Vinzant 1998; Kim 2009). Rational motives would include public service as a means to participate in meaningful policy formulation, commitment to a program with which the individual personally identifies, and special interest advocacy (Kim 2009 : 150).

From a normative perspective, PSM is tied to the individual's desire to serve the public interest. The normative aspect would include concepts of duty, loyalty, and even patriotism. Additionally, ideas of social justice and equity would be normative aspects of PSM (Vinzant 1998). It is the normative elements of PSM that would most commonly be identified as 'altruistic' (Perry 1996).

The affective aspect of PSM is proposed by Perry and Wise (1990) and involves individual psychological needs that are met through public service. Perry and Wise (1990) look to a concept referred to by Frederickson and Hart (1985) as "patriotism of benevolence." In his work on measuring PSM, Perry refers to the concept as "compassion" (Perry 1996: 7). This is a more personal and emotional aspect of PSM.

Measuring PSM

Perry (1996) develops a measurement tool to empirically gauge the presence and extent of PSM. Perry initially proposes forty statements as part of a survey examining six areas within the rational, normative and affective aspects of PSM. In the rational aspect Perry looks at attraction to policy. Examining the normative aspect, he asks about commitment to public interest, social justice, and civic duty. To understand the affective aspect of PSM, he looks at compassion and self sacrifice. Through his research, Perry is able to develop a four dimensional construct that assesses PSM and shows that "attraction to public policy making, commitment to the public interest, compassion, and self-sacrifice were confirmed as dimensions of public service motivation" (Perry 1996: 20). In 2009 Sangmook Kim, building on Perry's work and several other iterations of the measurement scale, developed a twelve item measurement scale that is effective and less cumbersome than Perry's original. Kim's scale returns to Perry's four areas: attraction to policy making, commitment to the public interest, compassion, and self-sacrifice.

PSM and turnover

Janet Coble Vinzant (1998) conducted extensive interviews and observation with street level field workers in Arizona and Illinois.¹⁰ Vinzant was trying to answer very important questions regarding APS and CPS field workers, "why do you do it? " and "how can you do it?" and finally "what motivates them to stay?" (348). In spite of findings by Gabris and Simo (1995) indicating that PSM was not related to turnover, Vinzant chose to examine the questions through the perspective of PSM. In her conclusion, Vinzant (1998) states that "public service motivation appeared to at least partially outweigh the problems and demands of a job that most people say they could never do" (364).

Bozeman and Feeney (2009) found that PSM is a critical factor in job satisfaction for public sector employees. Given the clear relationship between job satisfaction and turnover (Guzman 2007: 48), a prediction can be made that higher PSM will result in decreased turnover. Perry (1996) indicates that PSM has extensive influence upon employee behaviors, including job choice and performance. Moynihan and Pandey (2007) indicate that "one of the perceived practical benefits of PSM is that it both helps recruit individuals into the public sector and strengthens ties with the public sector, providing a basis for loyalty, motivation, and commitment" (48).

Perry and Wise (1990) indicate that PSM has a positive relationship with job commitment, performance and lower turnover. Naff and Crum (1999) found that individuals with higher PSM are less likely to consider private sector employment. They further found that

¹⁰ Vinzant's article was one of the only ones in the extant literature that actually examined Adult Protective Services workers in the field. Generally research is done with human service employees or specifically with child welfare workers. Vinzant was the exception.

PSM has a "statistically significant effect on employees' thoughts about leaving government" (12), whereas those with lower PSM are more likely to consider leaving.

PSM is an internal or personal trait (Perry et al 2008), therefore it can be used to recruit, screen and select prospective employees that are more likely to stay with the organization. Although PSM can arguably be improved through organizational and managerial efforts, selecting employees that demonstrate high levels of PSM is essential.

Mission attachment (MA)

Understanding the importance of PSM, it is logical that the next step is to examine mission and mission attachment. PSM is the motivation for the employee, the mission of the employer is where PSM is fulfilled. The overarching mission of the Department of Family and Protective Services and APS is "to protect the unprotected." APS' specific mission statement is: "To protect older adults and persons with disabilities from abuse, neglect and exploitation by investigating and providing or arranging for services as necessary to alleviate or prevent further maltreatment" (DFPS website 2009). Brown and Yoshioka (2003) state that mission and mission statements are unifying elements that can define an organization. They argue that the mission is a managerial tool that can be used to motivate and even inspire employees.

Mission and MA are tools that management in APS can use without expending vast amounts of capital or seeking legislative or executive intervention. APS can promote its mission to current and prospective employees in an effort to improve outcomes for clients and decrease turnover. MA is included as an internal factor because APS will be able to recruit, screen and select employees that are attracted to the APS mission and have a history of attaching to mission in their former employment or educational settings.

Defining MA

Rycraft (1994) defines mission for child welfare as something that employees understand to include a commitment to helping others and a priority for working with children and protecting children. Although Rycraft's definition of mission is geared toward CPS workers, one can substitute "elderly and disabled" for "children". Hal Rainey and Paula Steinbauer (1999) examine mission valence as opposed to mission attachment, but the concept is similar. The idea is that the mission resonates with the people in the agency. Rainey and Steinbauer argue that mission valence requires that the mission be "difficult but feasible, reasonably clear and understandable, worthy/worthwhile/legitimate, interesting/exciting, important/influential, and distinctive" (Rainey and Steinbauer 1999: 3).

William Brown and Carlton Yoshioka (2003) define mission attachment as "awareness of the mission, agreement with its principles, and confidence in one's ability to help carry it out" (8). Seok Kim and Jung Lee (2007) use the same definition. It is the Brown and Yoshioka definition that will be operationalized.

Measuring MA

Brown and Yoshioka (2003) devised four statements that measure mission attachment. Kim and Lee used the same statements to examine mission attachment in 2007. Brown and Yoshioka (2003) state that their scale measures employee "awareness and contribution to the organization's mission" (10). The statements are: [1] I am well aware of the direction and mission of [organization name]. [2] The programs and staff at my branch support the mission of [organization name]. [3] I like to work for [organization name] because I believe in its mission

and values. [4] My work contributes to carrying out the mission of [organization name] (Brown and Yoshioka 2003: 10).

Mission attachment and turnover

Joan Rycraft (1994) used a 54 item focused interview with 23 child welfare workers from six agencies. She identifies four primary factors that influence retention and diminish turnover in public child welfare: mission, fit, supervision, and investment. Rycraft states that "caseworkers entered the social work profession with a desire to be of service to others, focusing their efforts on children and families. They subscribed to the stated mission of their agencies to serve oppressed, disadvantaged, and at-risk populations" (Rycraft 1994: 76). Rycraft's work focused on child welfare workers, however the similarities in mission and work conditions indicate that her findings would hold true in APS.

Brown and Yoshioka (2003) found that pay dissatisfaction and overall satisfaction were major indicators of intention to leave and turnover, but they also found that "satisfaction and mission attachment were both positively associated with each other and intentions to stay with the organization" (14). Their findings indicate that people leave because of pay and because they are not satisfied, but those who stay frequently cite mission as a reason.

Kim and Lee (2007) argue that mission attachment is considered a valuable tool for retention. They state that "fit between the mission of an organization and its members heavily affects its employees' decisions to leave" (231). Their research found strong support that mission attachment is negatively related to turnover intentions. Like Brown and Yoshioka (2003), Kim

and Lee (2007) found that pay issues are more likely to predict turnover, but Kim and Lee argue that mission can mitigate the effects of pay conditions.¹¹

External factors

Once the APS Specialist has been hired and the initial investment has been made, it is less practical to focus on the internal category. The next logical area to examine is the external category, which includes supportive supervision and recognition. These factors are categorized as external in that they are coming from outside the individual employee; being thrust upon them or provided to them. The external factors are basic feedback mechanisms that support the internal constructs.

Supervisory support and recognition were identified as factors in this project because APS management develops, recruits, and selects front line supervisors within the program. In addition, APS field management is charged with developing and implementing regional recognition plans for employees. These two factors can be improved with little capital outlay and lie within the scope of field management.

Supervisory support

At DFPS the role of the front line supervisor is seen as a critical component in employee retention. As a result, DFPS has included strengthening supervision as an element in their workforce support and retention initiative. The goal being to "better equip agency supervisors/managers/leaders to perform their job duties and support their staff by strengthening their understanding of leadership and retention" (DFPS 2009: 3). Focus on supervision to

¹¹ Kim and Lee (2007) make an interesting argument that perhaps intention to leave and intention to stay are two separate constructs. This argument is first encountered in Flowers and Hughes (1973) and followed up by Rycraft (1994). It could be that mission attachment heavily influences intention to stay, but does not affect intention to leave as strongly.

decrease turnover is supported by the literature (Rycraft 1994; Nyhan 1999; Rycraft 2001; Lane et al 2003; Kim and Lee 2007; Jacquet et al,2007; Guzman 2007).

Defining supervisory support

The role of the supervisor is multifaceted and the concept of what entails supportive supervision is elusive. Joan Rycraft (1994) argues that desirable attributes in a supervisor include "being accessible, being knowledgeable of the system and of casework practice, possessing management and leadership skills and above all else, being supportive" (78). Rycraft fails to define what is meant by "being supportive."

Soonhee Kim (2002), referring to London and Larsen (1999) argues that "supportive supervisors encourage subordinates to voice their own concerns, provide positive and mainly informational feedback, and facilitate employee skill development" (Kim 2002: 233). Kim finds that this sort of supportive supervision, to include "use of a participative management style, participative strategic planning processes, and effective supervisory communications" (235), was positively related to higher job satisfaction.

Westbrook et al (2006) interviewed twenty one tenured CPS supervisors and direct service workers in an attempt to better understand why employees stay in this field. The authors state that "these committed survivors spoke at length about the need for professional and personal support from supervisors and local administrators" (52). Participants saw the supervisor as an "important buffer 'running interference' between their work in the local agency and the 'constant demands and criticisms from the state (agency)'" (52). Westbrook et al (2006) developed a practical definition of supportive supervision from the statements of field staff, as such it is fairly extensive:

"As described by the participants, supportive and caring supervisors and administrators made it their business to be aware of especially difficult cases, took the time to listen to their workers' 'war stories' and took time to pass along their own practice wisdom. Workers perceived supervisory interest in their well-being when supervisors 'checked in emotionally' using a continuum of method ranging from simply asking 'how are you doing?' to helping workers process traumatic events. Participants reported feeling cared for when supervisors were concerned about their physical safety" (Westbrook et al 2006: 52-53).

In the definitions, perception of supervisory support is related to organizational roles (providing protection) and individual relationships (caring about the well-being of workers).

Ronald Nyhan (1999) and Ronald W. Perry (2004) do not directly address supervisory support and turnover, but they both examine the element of supervisor trust and its effect on organizational commitment. Related to supervisory support, the concept includes the interpersonal and the structural elements that Westbrook and colleagues found in supervisory support research. Nyhan (1999) argues that the relationship between employee and supervisor is critical for understanding organizational commitment (61).

Gabriel Guzman (2007) relies heavily on Rycraft (1994) to argue the importance of supportive supervision. Guzman does not directly define what is meant by "supportive supervision," but he contrasts being a supportive supervisor to being a micromanager (Guzman 2007: 43). In addition, Guzman points to inaccessible supervisors as being problematic (44). Although this may not fully clarify what is meant by supervisory support, it is apparent that a supportive supervisor is involved with the caseworker but not overly involved in the minutia of the daily caseload.

Supportive supervision will be defined using various elements from the literature. A supportive supervisor is one who cares about the safety and well-being of the persons under them, provides assistance as needed (whether direct or informational), and provides employees

opportunity for meaningful input. Using this definition, it is possible to operationalize and measure the perception of supportive supervision by APS specialists in the field.

Measuring supervisory support

Gabriel Guzman (2007) used three statements to gauge perceptions of supervisory support by CPS specialists: "(1) my supervisor cares and is responding to the issues of most importance to me. (2) I am satisfied with the amount and frequency of informal praise and appreciation I receive from my supervisor, and (3) my supervisor makes him/herself available to me" (Guzman 2007: 85). Using these measurements Guzman found that CPS specialists generally do feel supported by their supervisors. It will be informative to gauge APS specialists' perceptions of supervisory support and determine if they are similar. However, Jacquet et al (2007) used a series of statements developed by Shulman (1982) that will more accurately gauge supervisory support at APS and will be adapted to operationalize supervisory support.

Supervisory support and turnover

Joan Rycraft (1994) argues that supervision is one of four indicators of sound administrative practice. She further states that "the importance of supervision in developing professional socialization, improving staff morale, increasing job satisfaction, and decreasing job turnover is well documented in administration, management, and social work literature" (78). Rycraft concludes that quality supervision is strongly related to employees continued employment.

Barak, Nissly and Levin (2001) state that "accumulating evidence suggests that support from coworkers and supervisors is instrumental in worker retention" (632). In addition, they indicate that "lack of support, particularly from supervisors, decreases workers' ability to cope with their stressful jobs and increases the likelihood that they will leave their jobs" (653).

Soonhee Kim (2002) found that there is a strong relationship between supportive supervision and job satisfaction. Kim states that "there is consistent evidence that low job satisfaction results in absenteeism, reduced commitment to organizations, turnover and stress" (236). Although it is indirect, Kim is arguing that better supervisory support will reduce turnover. Seok Eun Kim and Jung Wook Lee (2007) support this argument from the qualitative data collected for their research into mission attachment. The second most common reason given for staying with an agency was "working with good staff and supervisors" (240).

Westbrook, Ellis and Ellett (2006) identify a link between quality supervision and public child welfare employee retention. Their identified elements of quality supervision include providing instrumental and emotional support (42). Jacquet et al refer to a study by Dickinson and Perry (2002) that found "those who left and those who would have left rated both co-workers and supervisors significantly lower on support variables than did those who stayed with their agencies" (Jacquet et al 2007: 32). Jacquet and colleagues argue that "workers who receive personal support from their supervisors may weigh this benefit against the cost of leaving the agency, may be less likely to seek alternative employment, and may be more likely to develop a personal/professional commitment to the agency" (29). There is a clear relationship between supportive supervision and turnover in human services.

In practical application, APS can make efforts to identify, recruit and promote employees that would be supportive supervisors. The program can insure that supervisor training and development includes tools and techniques for providing support to front line specialists. These efforts will be effective in reducing turnover within the program.

Recognition

Supportive supervisors will recognize and reward their employees. The WSRI identified recognition of employees as an important element for retention. Currently DFPS is working to enhance its recognition practices: "Recognizing employees is critical to morale and retaining staff. DFPS will develop and implement an employee recognition plan" (DFPS 2009: 4). Within APS, employee recognition is generally a local function, whether at the regional, office, or even unit level. As a practical matter, recognition efforts do not have to involve compensation. It may be as simple as helping specialists link their work to the mission. Lane, Wolf and Woodard (2003) state that "people need to see that there is a connection between their work and some broader effort" (134). Recognition can help foster that connection. Information on the perception of recognition by APS specialists will help APS improve recognition programs and reduce turnover.

Recognition is categorized as an external factor because it comes from outside of the individual and is something that is done to or for the individual. Key elements to consider when addressing recognition are what to recognize, how to recognize employees, and at what level the recognition should be. This project will focus on recognition of specific casework and successful client outcomes.

Defining recognition

Merriam Webster's second definition of recognition is "special notice or attention" (Merriam-Webster 2009). This definition, or perhaps more appropriately the act of giving "special notice or attention," is the application of the concept. Essentially, recognition will include the pointing out, rewarding, or praising of an employee for a positive aspect of their job. In a professional environment recognition can be formal or informal, involve awards or raises, or simply consist of public or private praise.

Perry and Wise (1990) discuss appropriate use of incentives in public agencies, particularly as they relate to PSM. It is reasonable to construe recognition as an incentive. In their argument, Perry and Wise claim that organizations "must rely more heavily on normative and affectual incentives" (371). In other words, the incentive or recognition must reinforce aspects of PSM.

Laura Blankertz and Susan Robinson (1997) argue that "administrators must provide an organizational climate in which the efforts extended by the staff and the gains made by their clients, even if small, are positively recognized and reinforced" (527-528). They recommend recognizing staff accomplishments and client successes at meetings, in personnel file commendations, and through personal praise. The critical element of this recognition is that it relates to successes of the clients and is qualitative rather than quantitative in nature.

Janet Coble Vinzant (1998) argues that child and adult protective services workers find satisfaction in individual successes. Workers memorialize these successes through stories. Vinzant sees recognizing these successes and stories as crucial to retaining and motivating protective services workers. A key comment from a participant in Vinzant's study highlights the importance of recognizing individual successes rather than performance measures: "I want recognition for helping families, not crap for closing cases" (Vinzant 1998: 364). Vinzant found resentment of quantitative measurement, while participants preferred praise for specific performance in particular cases.

Raney and Steinbauer (1999) argue that "the agency must sharpen and make salient the relations of individual's work to the mission" (26). In other words the recognition must link the APS Specialists' successes with the mission. In the case of APS in Texas this would mean linking recognition to positive client outcomes.

The importance of individual success and recognizing the positive outcomes in specific cases cannot be overstated. Brewer, Selden, Coleman and Facer II (2000), see the importance of individual successes for public employees, highlighted in their analysis of a statement from a nurse:

"Her moving personal account of the meaning and importance of public service makes current administrative reforms and management fads seem wrongheaded. These reforms emphasize instrumental goals such as efficiency and productivity, they reduce the roles of public employees to suppliers and of citizens to consumers, and they drone about the limitations of government. In sharp contrast, public employees emphasize the possibilities of government; they describe public service as an important process that involves serving others and the nation. We are left with vivid images of people helping people - not principals and agents chasing customers" (262).

It is recognizing the acts of people helping people, as opposed to only recognizing efficiency and productivity measures, which will motivate APS specialists to stay with the agency.

Measuring recognition

In his research involving CPS employees, Gabriel Guzman (2007) uses a statement to measure supervisory support: "I am satisfied with the amount and frequency of informal praise and appreciation I receive from my supervisor" (Guzman 2007: 85). Arguably this statement is more a measure of recognition than of supervisory support. Additional statements will need to be developed to operationalize the concept of recognition.

Recognition and turnover

Kim and Lee (2007) state that:

"Employees leave when they are overwhelmed by paperwork, get burned out by accountability requirements, and feel that *their work is not adequately valued by supervisors*. These *causes of turnover* imply that the link between their work and the mission has become weaker because of the loss of time to provide services as a result of excessive workload and *frustration caused by lack of appreciation of their work*." (242. *italics added*).

A sense that one's work is valued and appreciated is instilled through feedback and recognition. Recognition of quality work and client successes will help employees feel valued and will link their work to the agency mission.

Flowers and Hughes (1973) found that recognition was a major factor contributing to job satisfaction, which in turn limits turnover (51). Additionally, Joan Rycraft (1994) argues that

"agency recognition and appreciation of caseworkers' dedication and hard work can be strong inducements for staff retention" (79). She sees a need for consistent and meaningful recognition in order to encourage employees and reduce turnover. Kim and Lee (2007) find that appreciation, or at least the perception of appreciation, is significant to decreasing turnover; recognition is a way of demonstrating appreciation.

APS can reduce turnover by supporting and implementing recognition programs that recognize good casework and link specialists' work with client successes. APS management will do well to select and promote supervisors and leaders that make a point to recognize the efforts of specialists and client successes. Improving specialists' perceptions of recognition will improve retention for Texas APS.

Organizational factors

Having examined internal and external categories affecting turnover, we are led to organizational factors within Texas APS. Organizational factors are those that combine internal and external factors with programmatic elements. The specific factor to be described is burnout. As an organizational factor, burnout has an internal aspect in that it is experienced by the individual, an external aspect in that it may be affected by supervision, and programmatic elements. Burnout is an overarching concern, therefore it is categorized as organizational.

Burnout

Burnout consists of three elements, emotional exhaustion, depersonalization, and inefficacy (Maslach 1981). These three constructs will be described from the perspective of APS specialists. The program can use this information to better address burnout in the workforce.

Burnout is seen as a threat for human service professionals (Van Dierendonck, Schaufeli, and Buunk 1998; Schaufeli, Maslach, and Marek 1993). Anecdotally, Texas APS caseworkers

typically struggle with burnout symptoms including feelings of being emotionally drained and frustration with what they perceive as ineffective interventions in spite of their hard work.¹² Furthermore, the resistance of some APS clients to intervention may enhance specialists' depersonalization of the individuals they are serving.

Burnout is not a function of tenure (Maslach and Jackson 1981: 111); even new specialists are likely to become frustrated and report feelings of emotional exhaustion. During a debriefing session with a new employee, she expressed concern that her clients were draining her emotional resources with their constant needs and demands and that her attempts to assist them were frequently sabotaged by the very people she was working so hard to help.¹³

At APS there is a general recognition of burnout as a problem, however it is not clear that the program takes consistent and concrete steps to raise awareness, identify, and address burnout as it occurs. The organization can monitor employees for indicators of burnout and utilize internal resources to respond. DFPS employees have access to the Employee Assistance Program, which can provide counseling and support for employees experiencing burnout. Likewise, management can implement programs and evaluate workloads to address burnout for employees and minimize turnover related to burnout. Finally, Texas APS consists of two programs, which can allow for management to encourage employees that appear to be experiencing burnout to consider transferring to a different job area rather than leave the program entirely, thus reducing turnover.

Defining burnout

Michael Daley (1979) defines burnout "as a reaction to job-related stress that varies in nature with the intensity and duration of the stress itself" (375). Daley also refers to burnout as

¹² Anecdotal information based on personal experience in APS direct services and management.

¹³ Based upon a conversation with a new employee following her first month as a case assignable APS Specialist

"a wearing out, exhaustion, or failure resulting from excessive demands made on energy, strength, or resources" (375). Daley's definitions bring into focus a concept that was identified in the human services in the early 1970's (Maslach, Schaufeli, and Leiter 2001). Christina Maslach and H.J. Freudenberger were among the first to empirically examine what had previously been considered "non-scholarly pop psychology" (Maslach, Schaufeli, and Leiter 2001: 398).

Maslach and Jackson (1981) state that "burnout is a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people work' of some kind" (99). Maslach, Schaufeli and Leiter (2001) include three elements in the definition of burnout, claiming that burnout is a function of "exhaustion, cynicism, and inefficacy" (397). In their research they identify exhaustion as the feeling of being depleted of emotional resources, cynicism as an element of detachment from the job and the persons served, and inefficacy as the feeling that one is being ineffective (399).

Taris, Schreurs, and Schaufeli (1999) effectively summarize the concept of burnout:

"Emotional exhaustion refers to feelings of being emotionally overextended and depleted of one's emotional resources. Depersonalization involves a negative, indifferent, or overly detached attitude to others (often the recipients of one's services or care). Finally, reduced personal accomplishment refers to a decline of feelings of competence and successful achievement in one's work." (223).

In effect, burnout is a state that stems from a feeling of emotional exhaustion that leads to cynicism or depersonalization and a feeling of inefficacy, this is the definition that will be operationalized.

Measuring burnout

The Maslach Burnout Inventory (MBI), developed by Maslach and Jackson (1986), is the standard tool for measuring burnout (Drake and Yadama 1996; Taris et al 1999; Maslach et al 2001). The tool empirically measures the three aspects of burnout. The MBI involves a series of

25 statements which the respondents rate for intensity and frequency (Maslach et al 1986). Given the expanded scope of this project, the scale will be adapted and administered so as minimize the time invested by specialists in completing the survey instrument. However, the three areas associated with burnout will be addressed: emotional exhaustion, depersonalization/cynicism, and inefficacy.

Burnout and turnover

Burnout has a clear relationship with turnover (Maslach and Jackson 1981; Drake and Yadama 1996; Van Dierendonck et al 998; Wright and Cropanzano 1998; Maslach et al 2001). Maslach and Jackson (1981), state that "[burnout] appears to be a factor in job turnover, absenteeism, and low morale" (100). Brett and Gautam (1996) empirically demonstrate a positive relationship between the emotional exhaustion aspect of burnout and turnover.

In 1998, Van Dierendonck and colleagues state that "research over the past two decades has shown that burnout is not only related to negative outcomes for the individual, including depression, a sense of failure, fatigue, and loss of motivation, but also to negative outcomes for the organization, including absenteeism, turnover rates, and lowered productivity" (392). Wright and Cropanzano (1998) find that emotional exhaustion had a direct relationship with employees leaving their jobs (492). Finally Maslach, Schaufeli and Leiter (2001) state that "burnout has been associated with various forms of job withdrawal - absenteeism, intention to leave the job, and actual turnover" (406).

Given the preponderance of the evidence that aspects of burnout directly impact turnover; it is useful to assess and describe burnout in Texas APS specialists. The Texas APS program can use the information in determining future steps to identify and address burnout in the workforce. The results can be a foundation for developing strategies to provide supports and mitigation to

specialists that are experiencing, or on the verge of experiencing, burnout that may lead to their departure from the program.

Chapter summary

The literature was used to identify three categories that contribute to turnover in human services agencies. The categories are internal, external, and organizational. The internal category includes PSM and MA, both of which are generally inherent to the individual employee.

The external factors identified in the literature are elements that are imposed upon the individual specialist. Supervisory support is a measurement of how specialists perceive their treatment by the immediate supervisor. Recognition is a function of whether specialists perceive that their efforts and the successes of their clients are recognized and acknowledged by supervisors, management in general, and other specialists.

Burnout has been classified for this research as an organizational element. Burnout is experienced by the individual, but is affected by their direct supervision and by overarching factors such as workload assignment, resources, empowerment, and others. Burnout may be addressed by the individual through coping mechanisms, by the supervisor through support and techniques such as time outs, and by the organization through employee assistance programs and other approaches. Table 2.1 provides an overview of the three categories in the conceptual framework and their support in the literature.

Chapter III Methodology

Chapter purpose:

Chapter III describes the operationalization of the factors identified from the literature in Chapter II as affecting turnover at APS. The chapter also describes how the survey instrument was developed, approved for human subjects, and the mechanism for distribution and follow up. Finally the chapter will examine the response to the survey to insure the results are drawn from a representative sample of APS specialists.

Operationalization

This study employs a survey of all active APS Specialists (I, II, III, and IV) in the state of Texas. Statements on the survey, with the exception of those designed to measure recognition, are drawn directly from the literature. Statements used to measure PSM are taken from Perry (1996) and Kim (2009) while statements used to measure MA were first used by Brown and Yoshioka (2003). Jacquet (2007) developed the statements for measuring supervisory support. Statements used to evaluate perceptions of recognition include one developed by Guzman (2007) and three developed specifically for this research. The measurement of burnout is through statements from the Maslach Burnout Inventory (MBI) developed by Maslach et al (1986).

In order to avoid response bias four of the statements have been reversed. On the survey instrument itself (appendix A), the scales used in the sources are replicated where possible so that findings may be directly compared to previous research. Table 4.1 illustrates how the categories are operationalized.

Table3.1 Operationalization

Categories	Survey statements	Drawn from
Internal		
Public Service Motivation	<p>Meaningful public service is important to me.</p> <p>I am not afraid to go to bat for the rights of others even if it means I will be ridiculed.</p> <p>Making a difference in society means more to me than personal achievements.</p> <p>I am often reminded by daily events about how dependent we are on one another.</p> <p>Sharing my views on public policies with others is attractive to me.</p>	<p>Perry (1996)</p> <p>Kim (2009)</p>
Mission Attachment	<p>I am well aware of the direction and mission of APS.</p> <p>The program and my unit support the mission of APS.</p> <p>I like to work for APS because I believe in its mission and values.</p> <p>My work does not contribute to carrying out the mission of APS. (reversed)</p>	Brown and Yoshioka (2003)
External		
Supervisor Support	<p>My supervisor is very concerned about the welfare of those under him/her.</p> <p>My supervisor gives information when I need it.</p> <p>My supervisor is not willing to help me with difficult tasks. (reversed)</p> <p>My supervisor is warm and friendly when I have problems.</p>	Jacquet (2007), Shulman (1982)
Recognition	<p>I am satisfied with the amount and frequency of informal praise and appreciation I receive.</p> <p>I am satisfied with the amount and frequency of formal praise and appreciation I receive.</p>	<p>Guzman (2007)</p> <p>Developed for this project.</p>

	I am recognized when my casework makes a difference in a client's situation.	Developed for this project
	Others are not made aware when I do a good job. (reversed)	Developed for this project.
Organizational		
Burnout, emotional exhaustion	I feel emotionally drained from my work. I feel used up at the end of the workday. I feel like I'm at the end of my rope.	Maslach et al (1986)
Burnout, cynicism	I've become more calloused to people since I took this job. I don't really care what happens to some clients. I do not worry that this job is hardening me emotionally. (reversed)	Maslach et al (1986)
Burnout, inefficacy (reverse)	I deal effectively with client problems. I have a positive influence on client's lives. I have accomplished many worthwhile things in this job.	Maslach et al (1986)

Research Technique

The researcher examined the perceptions of APS specialists through a survey. Babbie states that "surveys are also excellent vehicles for measuring attitudes and orientations in a large population" and that they may be used for descriptive purposes (2007: 244). The survey instrument was distributed through email by the APS Director of Field to the nine Regional Directors across the state. Following the agency's communication plan, the survey was "cascaded" to the field offices and to the individual APS Specialists. This method of distribution is particularly effective because the final email to the respondent arrives from their immediate supervisor, making it less likely that they will ignore or delete it.

The relatively small size of the population and the access to an effective distribution method mean that the survey can be administered to the entire population of Texas APS specialists. There is no need to use sampling. Due to the distribution method, the instrument will be delivered to all active APS specialists, without relying upon potentially inaccurate or out of date employee rosters. Even if some of the surveys do not reach the intended respondents, the process insures that all members of the population will have an equal probability of selection.

Where possible the statements to be included in the survey were be scored on an ordinal scale replicated from the source material. The exception is in the area of PSM. Perry (1996: 8) used a five level scale (agree to disagree) whereas Kim (2009: 155) adopted a five point scale (strongly agree to strongly disagree), the default scale for this project is the same as Kim's, therefore it will be used for all the PSM statements. Brown and Yoshioka (2003) used a four point scale to assess MA in which "lower scores indicated higher levels agreement" (10), therefore a four point scale will be used for the MA questions, ranging from agree to disagree. Jacquet (2007) used statements from Shulman (1982) that were rated on a four-point scale (not at all true to very true). Guzman used the same scale as the default for this project. The Maslach Burnout Inventory has participants rate statements for intensity and frequency (Maslach and Jackson 1981), however such analysis is not needed for this descriptive research and the default scale will be used. Maintaining the same scale where possible will facilitate direct comparability with previous research, additionally the use of more than one scale will help avoid response bias. Babbie (2007: 170) indicates that this type of scale is unambiguously ordinal. The ordinal nature of the data will allow for a clear and directional presentation of the results.

Human Subjects

When conducting any research involving human subjects, it is important to protect the rights and welfare of participants. In order to achieve this goal, a description of the proposed research and the survey instrument were submitted to, and approved by, the Institutional Review Board (IRB) at Texas State University. In addition, the instrument and the survey method were reviewed and approved by Beth Engelking, Assistant Commissioner for APS. The survey was distributed by email, but the responses were collected through an online survey system. The instrument did not ask for identifying information and the data collection method did not identify individual respondents. In essence, replies to the survey were anonymous and the data was examined and described in aggregate.

Response rate

For the results of the survey to be useful, it is important to insure there is a representative sample. As of 2009, the APS in-home program had 588 specialists, while the mhmr program employed 87 specialists (DFPS website 2009). 250 (42%) of in-home specialists responded to the survey, while 61 (70%) of mhmr specialists responded. Overall 311 (47%) of all specialists responded. Table 3.2 illustrates the response rate for the different programs and for APS specialists as a whole.

Table 3.2 Response rate

Program	Total specialists employed	Sample	Percentage
In Home	588	250	42%
mhmr	87	61	70%
APS overall	675	311 ¹⁴	47%

¹⁴ Although 316 persons responded to the survey, one respondent did not consent to participate and their responses were not included other than in the response rate table. In addition 5 respondents did not identify their specialist level.

Although historically APS employees respond at a fairly high rate to surveys¹⁵, this survey was administered around the same time as another statewide survey. This may have led to a sense of survey fatigue. Even so, a response rate of 47% is within the typical range for email surveys (54.7% with a standard deviation of 23.9), identified by Baruch and Holtom (2008: 1153).

The APS in-home program response rates differed widely by region. Regional response rates varied from 22% to 64%. Table 3.3 outlines the regional response rates for in-home specialists.

Table 3.3 In-home response rates by region

Region	Total specialists (N)	Specialists responding	Percentage of region
1	36	19	53%
2/9	64	14	22%
3	91	20	22%
4/5	84	37	44%
6	101	45	45%
7	56	36	64%
8	75	36	48%
10	23	10	43%
11	57	28	48%
total	587 ¹⁶	245	42%

The different rates of regional responses for the in-home program are likely the result of several factors, including regional management culture, communication strategies, and other intangibles¹⁷. The differences in response rates may make the data less meaningful at a regional level. However for the statewide program, the large size of the sample (42% of all in-home

¹⁵ Based on personal APS management experience.

¹⁶ The DFPS website indicates 588 in home specialists statewide, however the regional allocations only add up to 587.

¹⁷ For example, the researcher formerly supervised region 7, this may have contributed to their higher response rate.

specialists) means the data has utility. Regional response rates for the mhmr program were not analyzed because regional staffing levels vary widely and the total numbers small¹⁸.

Classification of respondents

Responses can also be separated by specialist levels (I-IV). There was a relatively equal distribution in the specialist classification of the survey sample. Table 3.4 describes the distribution of the responding specialists.

Table 3.4 Specialist Classification of respondents

Specialist classification	I	II	III	IV
Total (N=296)	71 (24%)	65 (22%)	83 (28%)	77 (26%)

The distribution of the specialists cannot be compared to the available data because that information is gathered at one point in time (during fiscal year 2009) and given turnover rates, the distribution varies from month-to-month. The balanced distribution of the responses does allow comparison between the responses of the four different levels of specialists. Based upon the analysis of response rates, there is high confidence that the sample is representative and results can be generalized for all Texas APS specialists and programs. The representative nature of the sample will also allow for comparison across APS specialist levels and APS programs, in addition to merely providing descriptive results.

Chapter summary

Chapter III draws from the literature to operationalize the factors identified for categorization in the conceptual framework. Using research statements that were developed to

¹⁸ For example, Region 7 employs more than 20 specialists in the mhmr program whereas region 10 only has three.

measure specific factors, the chapter explains the mechanism for surveying APS specialists and the distribution process of the survey. Finally, this chapter examined the sample responding to the survey to insure that the results presented in Chapter IV are representative of APS specialists in general.

Chapter IV

Results

Chapter purpose:

Chapter IV describes the frequencies in the results of the survey administered to APS specialists across the state of Texas. To increase the utility of the study, Chapter IV also applies statistical analysis to compare response frequencies between specialist levels and APS programs. The survey measured three categories that affect turnover, an internal category comprised of public service motivation and mission attachment, an external category made up of supervisory support and recognition, and an organizational category comprised of three elements of burnout. This chapter presents a descriptive profile that helps to better understand turnover at APS in Texas.

The results include several significant associations that will be described in this chapter. In the external category, the perception of supervisory support decreases with tenure, so does satisfaction with formal recognition. Also within the external category, APS specialists I are less likely than their tenured counterparts to perceive recognition for their casework. In the organizational category, the experience of emotional exhaustion increases with tenure. The perception of achievement, a positive element within the burnout element, increases with tenure.

APS programs represented in the sample also differ. In the external category, mhmri investigators have a higher perception of peer recognition. In the organizational category, in-home specialists are more likely to be emotionally drained and feel that they are at the end of their rope than mhmri investigators. In-home specialists are also more likely to feel calloused toward APS clients and to state they do not care about some clients. However, in-home

specialists are more likely to indicate they have accomplished worthwhile things on the job than mhm investigators.

In areas where no significant associations were found, the responses were analyzed for differences that might provide insight into turnover at APS. Even in these areas, there were several identified patterns that seemed to hold consistent throughout the findings.

Internal factors

The internal factors examined were Public Service Motivation (PSM) and Mission Attachment. PSM was measured using five statements drawn from the literature (Perry1996; Kim 2009). MA was assessed through four statements (Brown and Yoshioka 2003). Results for each statement were crosstabulated by program and specialist level. Although no significant associations were found, the results for PSM and MA are presented below.

Perceptions of public service motivation (PSM)

APS specialists have a strong commitment to public service. More than 98% (296/300) agree or strongly agree that meaningful public service was important to them. Table 4.1 illustrates the responses to the five statements relating to PSM in the survey. The statements have a Cronbach's α of .680, indicating internal reliability, in other words "whether the test designer was correct in expecting a certain collection of items to yield interpretable statements about individual differences." (Cronbach 1951: 297). Alpha scores above .70 are considered reliable, but the social sciences do recognize slightly lower scores. (Hatcher 1994: 132).

Table 4.1 PSM responses (modal response highlighted)

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	N
1. Meaningful public service is important to me.	189 (63%)	107 (35.7%)	4 (1.3%)	0 (0%)	0 (0%)	1.38	300
2. I am not afraid to go to bat for the rights of others even if it means I will be ridiculed.	148 (49%)	134 (44.4%)	17 (5.6%)	2 (.7%)	1 (.3%)	1.59	302
3. Making a difference in society means more to me than personal achievements.	95 (31.9%)	140 (46.8%)	56 (18.7%)	7 (2.3%)	1 (.3%)	1.93	299
4. I am often reminded by daily events about how dependent we are on one another.	96 (31.9%)	156 (51.8%)	39 (13%)	9 (3%)	1 (.3%)	1.88	301
5. Sharing my views on public policies with others is attractive to me.	43 (14.3%)	115 (38.2%)	112 (37.2%)	28 (9.3%)	3 (1%)	2.45	301

The difference in mean and mode for the five statements is a reflection of the statement's focus. The first statement is about the individual, whereas statements two and three include elements of self-sacrifice ("even it means I will be ridiculed," and "more than personal achievements"). Statement four involves a sense of community, not just an individual perception of public service, while statement 5 involves an attraction to public policy.

Taking into account the lower levels of agreement for statements two through five, APS specialists have a very strong PSM, with more than 93% (282/302) agreeing or strongly agreeing that they will advocate for the rights of others in the face of personal ridicule, nearly 79% (235/299) putting "making a difference in society" ahead of personal achievement, and more than 83% (252/301) recognizing the interdependence of our society. Although less than 53% (158/301) are attracted to public policy, these findings are in line with Sangmook Kim's (2009:

159-160) results when he applied a 12 item PSM scale to South Korean civil servants. APS specialists generally are not actively involved in policy making or design; it is arguable that the attraction to public policy factor is less meaningful in this group of public servants than the need to provide direct public service.

Although there were no significant associations with tenure or program, APS may wish to screen specialists for PSM, particularly the self-sacrificing elements. Higher rates of PSM will contribute to higher retention, minimizing turnover. Employees that place value on making a difference and recognize interdependence in society are more likely to remain in their positions as APS specialists.

Perceptions of mission attachment (MA)

The four statements used to measure MA were not found to be internally reliable. With a Cronbach's α of .52, the survey failed to reliably measure attachment to mission in APS. In retrospect, the statements examine mission-related concepts other than attachment. The first statement looks at mission awareness, the second identifies level of unit and program support for mission, the third may be a measure of actual MA, while the fourth measures individual contribution to mission. There were no significant associations found between specialist level or APS program and responses to any of the MA statements.

In spite of the lack of internal reliability and significant associations, mission is very important to APS specialists. More than 98% (266/301) agreed or slightly agreed that they were aware of the APS mission. 96% (288/300) felt that the program and their unit supported APS mission, and more than 97% (290/298) believe in the APS mission and values. Nearly 86% (257/299) of specialists feel that their work contributes to the APS mission. Table 4.2 presents the responses to the survey.

Table 4.2 APS specialist perceptions surrounding APS mission (modal responses highlighted)

Statements	Agree	Slightly agree	Slightly disagree	Disagree	Mean	N
1. I am well aware of the direction and mission of APS.	266 (88.4%)	30 (10%)	3 (1%)	2 (.7%)	1.14	301
2. The program and my unit support the mission of APS.	254 (84.7%)	34 (11.3%)	11 (3.7%)	1 (.3%)	1.20	300
3. I like to work for APS because I believe in its mission and values.	251 (84.2%)	39 (13.1%)	4 (1.3%)	4 (1.3%)	1.20	298
4. My work contributes to carrying out the mission of APS.¹⁹	219 (73.2%)	38 (12.7%)	20 (7%)	22 (4%)	1.28	299

Given the importance of mission to APS specialists and the link between mission attachment and turnover, APS management should emphasize how a specialist's efforts contribute to the program's mission overall.

External factors

Low perceptions of Supervisory support (SS) and recognition are linked to turnover. SS was gauged using four statements (Shulman 1982; Jacquet 2007). Recognition was measured using a statement adapted from the literature (Guzman 2007) and three statements developed specifically for this research. The survey instrument reliably measured both factors in the category. Each of the statements for both factors was crosstabulated with specialist level and program. Several significant associations were found. Perceptions of supervisory concern decrease in relation to tenure, as does satisfaction with the amount of formal recognition. Newer employees are less likely than their tenured counterparts to perceive recognition for their individual casework with clients. Finally, mhmr investigators were more likely to perceive recognition in front of others.

¹⁹ Statement reversed in survey instrument and recoded for results.

Perceptions of supervisory support (SS)

Perceptions of SS were measured using four statements designed to elicit specialists' perceptions of supervisory concern for employees, willingness to share information, willingness to assist or help, and supervisory warmth or friendliness with employees. The four statements were tested for reliability and shown to have a Cronbach's α of .815, indicating high internal reliability.

Overall, APS supervisors are perceived of as supportive. Nearly 83% (249/301) of respondents gave positive answers (true or very true) when rating supervisory concern. 86% (259/301) of respondents positively rated supervisory willingness to provide information. Nearly 91% (271/299) felt that their supervisors were willing to help with difficult tasks, and almost 78% (234/301) indicated their supervisors were warm and friendly. Table 4.3 outlines the responses to the four SS statements in the survey.

Table 4.3 Supervisory support perceptions (modal responses highlighted)

Statements	Very true	True	Somewhat true	Not at all true	Mean	N
1. My supervisor is very concerned about the welfare of those under him/her.	167 (55.5%)	82 (27.2%)	38 (12.6%)	14 (4.7%)	1.66	301
2. My supervisor gives information when I need it.	174 (57.8%)	85 (28.2%)	36 (12%)	6 (2%)	1.58	301
3. My supervisor is willing to help me with difficult tasks.	239 (79.9%)	32 (10.7%)	19 (6.4%)	9 (3%)	1.32	299
4. My supervisor is warm and friendly when I have problems.²⁰	154 (51.2%)	80 (26.6%)	44 (14.6%)	23 (7.6%)	1.79	301

Although different statements were used, the response is in line with Guzman's (2007) findings that Child Protective Services (CPS) supervisors are perceived as supportive by their

²⁰ Statement reversed in survey instrument and recoded.

staff. This is not unexpected as CPS and APS are in the same agency and supervisors share some of the same management development training.

Statements one and four measure personality traits (or perceptions thereof), while statements two and three measure behaviors that are observable. APS specialists observe positive behaviors by supervisors more than they perceive supervisors to be concerned and approachable. APS management may improve turnover by emphasizing with supervisors that while action are important, so is the employee perception of supervisory concern.

Significant associations in supervisory support

Statement one, measuring supervisory concern, has a significant association with specialist tenure. Table 4.4 describes the results of the statistical tests applied to the crosstabulation of specialist level with the SS statements, while Table 4.5 illustrates the crosstabulated responses for the statement found to have a significant association.

Table 4.4 Statistical tests of supervisory support and specialist level

Specialist level	χ^2	df	Phi	N
1. My supervisor is very concerned about the welfare of those under him/her.	15.348*	9	.232	284
2. My supervisor gives information when I need it.	10.237	9	.190	284
3. My supervisor is willing to help me with difficult tasks.	5.597	9	.141	282
4. My supervisor is warm and friendly when I have problems.²¹	3.561	9	.112	284

* Significance < .1

Table 4.5 Specialist level and supervisory concern (modal responses highlighted)

My supervisor is very concerned about the welfare of those under him/her.	Very true	True	Somewhat true	Not at all true	n
Specialist I	66.2% (45)	17.6% (12)	8.8% (6)	7.4% (5)	68
Specialist II	60.9% (39)	21.9% (14)	10.9% (7)	6.3% (4)	64
Specialist III	50.6% (40)	35.4% (28)	11.4% (9)	2.5% (2)	79
Specialist IV	49.3% (36)	30.1% (22)	19.2% (14)	1.4% (1)	73

Perceptions of SS decrease with specialist tenure, 66.2% (45/68) of specialists I indicated that their supervisor is concerned about their welfare, whereas only 49.3% (36/73) of specialists IV felt this way ($\chi^2=15.348$, significance $<.1$). Tenured employees have been exposed to more supervisors and they have also had opportunity to be aware of other specialists being subject to personnel actions, including dismissal. These experiences may explain the lower perception of supervisory concern by tenured specialists. Although the findings do not help to understand the problem of first year turnover at APS, the program should encourage supervisors to consistently demonstrate concern for their tenured specialists in order to decrease turnover of experienced employees.

Perceptions of recognition

Four statements were used to measure recognition in APS. Statement one addressed satisfaction with informal recognition, statement two looked at formal recognition. Statement three measured recognition in front of others, and the fourth statement looked at recognition of actual casework. The four statements together have a Cronbach's α of .888, indicating high internal reliability.

A simple glance at the response data with the modal answers highlighted, indicates that the APS program may wish to improve its recognition of specialists. Less than 57% (169/301)

agree or strongly agree that they are satisfied with the amount of informal appreciation they receive. Less than 49% (147/201) are satisfied with their level of formal recognition. Less than 46% (135/299) feel they are recognized for positive outcomes with clients, and slightly more than 33% (99/299) indicated that others are made aware when they do a good job. The relatively lower results for the fourth statement may be in part due to APS culture. APS emphasizes confidentiality, both for client and personnel issues. Although designed to protect individual's privacy, the proscription against sharing information may also lead to less recognition for good work in front of peers. APS management can decrease turnover by emphasizing the need to publicly acknowledge good work of employees. Table 4.6 presents the results for the recognition portion of the survey.

Significant associations within recognition

Using crosstabulation to analyze the data on recognition, some significant associations were identified. Table 4.7 identifies the findings by statement, as compared to specialist level and then to APS program (in-home, mhmr).

Table 4.6 Recognition perceptions (modal responses highlighted)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean response	N
1. I am satisfied with the amount and frequency of informal praise and appreciation I receive.	47 (15.6%)	122 (40.5%)	69 (22.9%)	41 (13.6%)	22 (7.3%)	2.56	301
2. I am satisfied with the amount and frequency of formal praise and appreciation I receive.	41 (13.6%)	106 (35.3%)	74 (24.6%)	48 (15.9%)	32 (10.6%)	2.75	301
3. I am recognized when my casework makes a difference in a client's situation.	44 (14.7%)	91 (30.4%)	78 (26.1%)	59 (19.7%)	27 (9%)	2.78	299
4. Others are made aware when I do a good job.²²	26 (8.7%)	73 (24.4%)	115 (38.5%)	55 (18.4%)	30 (10%)	2.97	299

Table 4.7 Statistical tests of recognition, specialist level and APS program (significant associations highlighted)

Statement	Crosstab	χ^2	df	Phi	N
1. I am satisfied with the amount and frequency of informal praise and appreciation I receive.	specialist level	17.44	12	.248	284
	APS program	5.089	4	.130	299
2. I am satisfied with the amount and frequency of formal praise and appreciation I receive.	specialist level	21.878*	12	.278	284
	APS program	2.036	4	.083	299
3. I am recognized when my casework makes a difference in a client's situation.	specialist level	29.848**	12	.325	284
	APS program	5.575	4	.137	299
4. Others are made aware when I do a good job.	specialist level	17.147	12	.247	284
	APS program	15.139**	4	.226	299

*significance <.05

** significance <.01

²² Statement was reversed in the survey.

Formal recognition and specialist level

With an association that is significant ($\chi^2=21.878$, significance $<.05$), formal recognition and its relationship to tenure merits examination. Satisfaction with the amount of formal recognition received decreases with specialist tenure. Nearly 36% (26/73) of specialists IV and over 30% (24/79) of specialists III are dissatisfied with the amount of formal recognition they receive. This is in contrast to around 27% (17/64) of specialists II and less than 12% (8/68) of specialists I. Additionally, as tenure increases the mean response for satisfaction with formal recognition (2.43 for specialists I to 2.99 for specialists IV) is increasingly negative in tenor.

Table 4.8 illustrates the differences in satisfaction associated with tenure.

Table 4.8 Satisfaction with formal recognition and specialist level (modal responses highlighted)

I am satisfied with the amount and frequency of informal praise and appreciation I receive.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
Specialist I	19.1% (13)	35.3% (24)	33.8% (23)	7.4% (5)	4.4% (3)	2.43	68
Specialist II	15.6% (10)	39.1% (25)	18.8% (12)	10.9% (7)	15.6% (10)	2.72	64
Specialist III	8.9% (7)	40.5% (32)	20.3% (16)	21.5% (17)	8.9% (7)	2.81	79
Specialist IV	12.3% (9)	26% (19)	26% (19)	21.9% (16)	13.7% (10)	2.99	73

The tendency toward dissatisfaction with formal recognition may be in part related to interpretation of what constitutes formal recognition. If specialists associate recognition with salary increases, tenured employees may feel that they are not being sufficiently rewarded.

Raises for APS specialists are generally linked to tenure rather than performance. 3.4% raises are given at each increase in specialist level, but merit based salary increases are uncommon.

The agency as a whole has opted to use funding to increase the number of specialists rather than provide merit raises.

Putting aside the idea of merit based salary increases, in order to reduce turnover APS management should focus on formalizing its recognition process. Step increases may be tied to performance rather than tenure, thus increasing the recognition aspect of the promotion. Likewise, regional management may improve the different programs used to recognize employees at annual meetings, providing a forum to formally recognize strong performers and to announce step increases. As with perceptions of SS, APS management should emphasize formal recognition for all levels of specialists, but particularly for more tenured employees.

Casework recognition and specialist level

APS specialists have a demonstrated high level of PSM and belief in mission. The mechanism through which they express these is their work with clients (casework). Testing the distribution of crosstabulated responses between specialist levels and casework recognition results in a χ^2 of 29.848, indicating an association that is significant ($<.01$). The modal response (48.5%, 32/66) for Specialists I was neutral when rating casework recognition. Less than 37% (24/66) of Specialists I strongly agree or agree that they were recognized for good casework. In contrast, 50% (32/64) of specialists II, over 50% (40/79) of specialists III, and more than 41% (30/73) of specialists IV agreed with the statement. Table 4.9 presents the responses of the four specialist levels.

Table 4.9 Casework recognition and specialist level (modal responses highlighted)

I am recognized when my casework makes a difference in a client's situation.	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	n
Specialist I	13.6% (9)	22.7% (15)	48.5% (32)	10.6% (7)	4.5% (3)	2.7	66
Specialist II	18.8% (12)	31.3% (20)	15.6% (10)	20.3% (13)	14.1% (9)	2.8	64
Specialist III	11.4% (9)	39.2% (31)	21.5% (17)	22.8% (18)	5.1% (4)	2.71	79
Specialist IV	13.7% (10)	27.4% (20)	23.3% (17)	23.3% (18)	12.3% (9)	2.93	73

In their first year, specialists do not carry caseload until they complete six to eight weeks of on-the-job training and two weeks of classroom training. After initial classroom training, they are kept on a capped caseload for another month, pending completion of a final week in the classroom. With less actual casework for supervisors to observe; it is understandable that specialists I would tend to be neutral in response to the statement on casework recognition. It is important for APS management to identify opportunities to recognize positive client interactions and outcomes that the new specialists may have contributed to during training or in their first case assignments. Recognition of good casework early in the specialist's career will improve the likelihood that they will remain with the program. Likewise, recognition of casework and positive client outcomes for all specialists will decrease turnover.

Peer recognition and APS program

A final finding from the recognition factor deserves follow up by APS field management. There is a significant association ($\chi^2 = 15.139$, significance $<.01$) when perceptions of peer recognition are crosstabulated with APS program (in-home or mhmr). Nearly 53% (30/57) of mhmr investigators agree or strongly agree that others are made aware when they do a good job.

In comparison, less than 29% (69/240) of in-home specialists feel their work is brought to the attention of others. The largest group of in-home specialists (nearly 41% or 98/240) gave a neutral response to the statement. There is no patent explanation for the differences, but APS management may benefit from exploring this area and applying best practices for peer recognition identified in the mhmr program to the in-home program. Table 4.10 includes the responses by program to the peer recognition statement.

Table 4.10 Means of peer recognition by program (modal responses highlighted)

Others are made aware when I do a good job.	Mhmr investigations	In-home
Strongly Agree	19.3% (11)	6.3% (15)
Agree	33.3% (19)	22.5% (54)
Neutral	26.3% (15)	40.8% (98)
Disagree	14% (8)	19.6% (47)
Strongly disagree	7% (4)	10.8% (26)
Mean	1.56	2.06
n	57	240

Organizational factors

The organizational factors measured consisted of three different elements of burnout (BO). Using statements from the Maslach Burnout Index (Maslach et al 1986), focus was on emotional exhaustion (EE), cynicism or depersonalization, and feelings of effectiveness or achievement. The statements used to measure EE and depersonalization are negative, while the achievement measure was positively stated.

Table 4.11 Burnout perceptions (modal responses highlighted)

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	N
1. I feel emotionally drained from my work.	21.7% (65)	31.3% (94)	18.7% (56)	23.7% (71)	4.7% (14)	2.58	300
2. I feel used up at the end of the workday.	21.7% (65)	26.4% (79)	21.4% (64)	24.7% (74)	5.7% (17)	2.66	299
3. I feel like I'm at the end of my rope.	12.1% (36)	11.1% (33)	17.2% (51)	43.8% (130)	15.8% (47)	3.4	297
4. I've become more calloused to people since I took this job.	7% (21)	13.8% (41)	19.8% (59)	40.6% (121)	18.8% (56)	3.5	298
5. I don't really care what happens to some clients.	1.3% (4)	3.7% (11)	7% (21)	33.1% (99)	54.8% (164)	4.36	299
6. I worry that this job is hardening me emotionally	7% (21)	13.1% (39)	17.8% (53)	37.6% (112)	24.5% (73)	3.59	298
7. I deal effectively with client problems.	26.8% (80)	62.8% (187)	9.1% (27)	.7% (2)	.7% (2)	1.86	298
8. I have a positive influence on client's lives.	31.3% (93)	59.3% (176)	8.4% (25)	.7% (2)	.3% (1)	1.79	297
9. I have accomplished many worthwhile things in this job.	36.6% (109)	49.7% (148)	11.4% (34)	1.7% (5)	.7% (2)	1.80	298

Upon reverse coding the achievement measures, the nine statements together constitute a highly reliable (Cronbach's α of .813) measurement of BO. Table 4.11 outlines the responses of all APS specialists to the BO statements. In order to better understand BO for APS specialists and its relationship to turnover, the three elements of BO will be examined separately.

Emotional exhaustion (EE)

Referring to table 4.11, EE is a major concern for APS specialists. Although not surprising given the nature of the work; a large portion of the APS workforce is experiencing some level of EE. 53% (159/300) of all specialists agree or strongly agree that they are

emotionally drained by their jobs. More than 48% (144/299) feel used up at the end of their workday. Although nearly 60% (177/297) disagree or strongly disagree that they are at the end of their rope, more than 23% (69/297) feel they are. Acknowledging the relationship between EE and turnover, APS management needs to recognize the emotionally exhausting nature of the work required of specialists and take steps to help them restore depleted emotional resources.

Significant associations within EE

The three elements of the EE scale were crosstabulated with specialist level and with APS program, then analyzed. Table 4.12 describes the findings.

Table 4.12 Statistical tests of EE, specialist level and APS program (significant associations highlighted)

Statement	Crosstab	χ^2	df	Phi	N
I feel emotionally drained from my work.	Specialist level	21.030*	12	.273	283
	APS program	15.576**	4	.229	298
I feel used up at the end of the workday.	Specialist level	18.015	12	.253	282
	APS program	6.919	4	.153	298
I feel like I'm at the end of my rope.	Specialist level	11.556	12	.203	280
	APS program	12.444*	4	.205	295

*Significance <.05

**Significance<.01

There are statistically significant associations between specialist level and a sense of feeling emotionally drained. There is also a significant association between feeling emotionally drained and APS program. There is also a significant association between the feeling that a specialist is at the end of their rope and the APS program they work in. These significant associations will be examined one at a time.

Emotional drain and specialist level

As presented in Table 4.13, feelings of being emotionally drained increase with tenure at APS. There is a significant association between the variables ($\chi^2 = 21.030$, significance $<.05$). More than 34% (25/73) of specialists IV strongly agree that their work is emotionally draining, as compared to around 19% (13/68) of specialists I. While this is a disturbing trend, it is not unexpected. It is reasonable to assume that performing a demanding job year after year will increasingly drain emotional resources. Tenure with APS means increased daily exposure to demanding clients, client deaths, family dysfunction, and abusive situations.

Table 4.13 Emotional drain and specialist level (modal responses highlighted)

I feel emotionally drained from my work.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
Specialist I	19.1% (13)	19.1% (13)	27.9% (19)	27.9% (19)	5.9% (4)	2.82	68
Specialist II	15.6% (10)	32.8% (21)	17.2% (11)	26.6% (17)	7.8% (5)	2.78	64
Specialist III	19.2% (15)	37.2% (29)	17.9% (14)	23.1% (18)	2.6% (2)	2.53	78
Specialist IV	34.2% (25)	32.9% (24)	15.1% (11)	16.4% (12)	1.4% (1)	2.18	73

A disturbing finding is that already within the first year of employment, more than 38% (26/68) of specialists I are experiencing some level of emotional drain. Newer employees may not have the resources to cope with the emotional demands of APS casework. APS management will improve turnover rates by addressing the emotional needs of the workforce.

Emotional drain and APS program

As indicated in table 4.12, there is also a significant association ($\chi^2 = 15.576$, significance $<.01$) between APS program and a sense of being drained emotionally. As

identified in table 4.14, nearly 57% (137/241) of in-home specialists feel emotionally drained at the end of the day, compared to less than 37% (21/57) of mhmrs specialists.

Table 4.14 Emotional drain and APS program (modal responses highlighted)

I feel emotionally drained from my work.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
In-home	23.2% (56)	33.6% (81)	19.9% (48)	19.1% (46)	4.1% (10)	2.47	241
Mhmr	14% (8)	22.8% (13)	14% (8)	42.1% (24)	7% (4)	3.05	57

These differences are due to the different nature of the programs. In home specialists investigate and provide services to vulnerable clients, whereas mhmrs investigators only conduct investigations. In order to be successful, the service component of the in home program requires an emotional investment on the part of the specialist; in the mhmrs program, the investigator performs better by maintaining emotional distance and objectivity. Anecdotally, historic turnover is lower in the mhmrs program, differences in levels of BO by program may contribute to this difference.

Feeling used up

Although there are no significant associations between APS program or specialist level and the sense of feeling used up at the end of the workday, the patterns of responses are similar to those for emotional drain. Tables 4.15 and 4.16 present the responses to the statement. As with emotional drain, the modal responses for feeling used up by specialist level indicate that as tenure increases, so does specialists' perceptions of feeling used up.

Table 4.15 Feeling used up and specialist level (modal responses highlighted)

I feel used up at the end of the workday.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
Specialist I	20.9% (14)	20.9% (14)	23.9% (16)	26.9% (18)	7.5% (5)	2.79	67
Specialist II	17.2% (11)	34.4% (22)	14.1% (9)	26.6% (17)	7.8% (5)	2.73	64
Specialist III	15.4% (12)	29.5% (23)	21.8% (17)	28.2% (22)	5.1% (4)	2.78	78
Specialist IV	34.2% (25)	21.9% (16)	24.7% (18)	17.8% (13)	1.4% (1)	2.30	73

More than 34% (25/73) of specialists IV strongly agree that they feel used up at the end of the workday, compared to less than 21% (14/67) of specialists I. The pattern of increased emotional exhaustion with tenure is consistent.

Table 4.16 Feeling used up and APS program (modal responses highlighted)

I feel used up at the end of the workday.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
In-home	22.5% (54)	28.8% (69)	20.8% (50)	22.9% (55)	5% (12)	2.59	240
Mhmr	17.5% (10)	15.8% (9)	24.6% (14)	33.3% (19)	8.8% (5)	3	57

Table 4.16 denotes the crosstabulation of feeling used up and APS program. The modal responses remain the same as those for emotional drain for both programs. More than 51% (123/240) of APS in-home specialists agree or strongly agree that they feel used up at the end of the workday. In comparison, less than 34% (19/57) of mhmr specialists feel this way. Again, the level of emotional investment required of in-home caseworkers is the difference.

Feeling at the end of one's rope

As demonstrated in Table 4.12, there is a significant association between APS program and specialists feeling that they are at the end of their rope ($\chi^2 = 12.444$, significance $<.05$).

Table 4.17 presents the responses of the two programs, illustrating that in-home specialists (more than 25% agree or strongly agree) are more likely to feel they are at the end of their rope than mhmr specialists (around 14%). As in the other two factors of emotional exhaustion, the difference is due to the higher emotional demands of the in-home program on specialists.

Table 4.17 Feeling at the end of one's rope and APS program (modal responses highlighted)

I feel like I'm at the end of my rope.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
In-home	12.6% (30)	12.6% (30)	17.2% (41)	45.4% (108)	12.2% (29)	3.32	238
Mhmr	8.8% (5)	5.3% (3)	17.5% (10)	38.6% (22)	29.8% (17)	3.75	57

Although there is no significant association between specialist level and feeling that one is at the end of their rope, it is interesting to note that more than 18% (13/72) of specialists IV strongly agree with the statement, while less than 11% (22/208) of all other specialists do. As tenure increases, the mean response tends toward agreement with the statement; with the mean for specialists I being 3.52 and the mean for specialists 4 at 3.25. Table 4.18 contains the responses and mean by specialist level for the statement.

Table 4.18 Feeling at the end of one's rope and specialist level (modal responses highlighted)

I feel like I'm at the end of my rope.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
Specialist I	10.4% (7)	9% (6)	19.4% (13)	40.3% (27)	20.9% (14)	3.52	67
Specialist II	10.9% (7)	12.5% (8)	10.9% (7)	50% (32)	15.6% (10)	3.47	64
Specialist III	10.4% (8)	16.9% (13)	16.9% (13)	42.9% (33)	13% (10)	3.31	77
Specialist IV	18.1% (13)	6.9% (5)	22.2% (16)	37.5% (27)	15.3% (11)	3.25	72

It is important to note the emotional resiliency of APS specialists. In spite of feeling used up and emotionally drained, nearly 60% (177/297) of all specialists disagree or strongly disagree that they feel they are at the end of their rope, with more than 17% (51/297) remaining neutral. Arguably, stating that one is at the end of one's rope is more drastic than feeling drained or used up. Although the daily job is emotionally demanding, the majority of specialists appear to have the resources to continue performing. APS management may wish to explore the relationship between emotional resiliency and retention. If there is a strong relationship, prospective employees may be screened for this element.

Depersonalization

Maslach, Schaufeli and Leiter (2001) describe depersonalization or cynicism as an element of detachment from the job and persons served. In order to assess the level of depersonalization amongst APS specialists, three statements were used. One statement related to callous toward clients, the second to lack of caring, and the third to a sense of emotional hardening. More than 59% (177/298) of specialists disagree or strongly disagree that they have become more calloused. Nearly 89% (253/299) deny that they do not care what happens to

clients. More than 62% (184/298) of specialists are not worried that the job is hardening them emotionally. The results for APS specialists overall are presented in table 4.11, and isolated for convenient reference in Table 4.19.

Table 4.19 Depersonalization perceptions (modal responses highlighted)

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	N
4. I've become more calloused to people since I took this job.	7% (21)	13.8% (41)	19.8% (59)	40.6% (121)	18.8% (56)	3.5	298
5. I don't really care what happens to some clients.	1.3% (4)	3.7% (11)	7% (21)	33.1% (99)	54.8% (164)	4.36	299
6. I worry that this job is hardening me emotionally	7% (21)	13.1% (39)	17.8% (53)	37.6% (112)	24.5% (73)	3.59	298

Depersonalization and specialist level

Comparison of the three depersonalization statements identifies no significant patterns when they are cross tabulated with specialist level (see Table 4.23). However, a brief look at the mean responses is helpful. Table 4.20 lists the mean response for each specialist level.

Table 4.20 Depersonalization response means by specialist level

Statement	Specialist I	Specialist II	Specialist III	Specialist IV
I've become more calloused to people since I took this job.	3.62	3.55	3.44	3.34
I don't really care what happens to some clients.	4.37	4.47	4.28	4.31
I worry that this job is hardening me emotionally.	3.5	3.56	3.58	3.58
n	66	64	78	73

As specialists remain with the APS program, they appear more likely to feel that they have become calloused toward people. The mean for specialists I is 3.62 (Strongly agree=1, Agree=2, Neutral=3, Disagree=4, Strongly disagree=5), and decreases at every specialist level through specialists IV (mean=3.34). With the level of emotional exhaustion experienced by specialists, it is reasonable that they would develop coping mechanisms such as callous to other people. There were no other evident patterns in the depersonalization data by specialist.

Significant associations within depersonalization

Within the results for the depersonalization factor, two significant associations were found. One is between APS program and callous toward clients, the second between APS program and a lack of caring. These associations will be examined individually. Table 4.21 describes the results of the statistical testing of the crosstabulated elements for depersonalization.

Table 4.21 Statistical tests of Depersonalization, specialist level and APS program (significant associations highlighted)

Statement	Crosstab	χ^2	df	Phi	N
I've become more calloused to people since I took this job.	Specialist level	16.903	12	.245	281
	APS program	9.449*	4	.179	296
I don't really care what happens to some clients.	Specialist level	8.168	12	.170	282
	APS program	10.908**	4	.192	297
I worry that this job is hardening me emotionally.	Specialist level	14.718	12	.229	28
	APS program	6.939	4	.153	296

*Significance <.1

**Significance <.05

Callous and APS program

With a significant association ($\chi^2 = 9.449$, significance $<.1$) within program level and perception of callous, the relationship between the two merits scrutiny. Almost 44% (105/239) of in-home specialists were neutral or agreed at some level that they have become more calloused to others since coming to APS. In contrast, less than 27% (15/57) of mhmrs specialists responded the same. Considering the stronger levels of emotional exhaustion experienced by in-home specialists, the perception of callous does appear to be a coping mechanism to address the emotional strain of their work as described above. APS management may reduce turnover by seeking to help specialists develop more effective mechanisms to cope with their emotional exhaustion. Table 4.22 describes the responses to the statement on callous by APS program.

Table 4.22 Callous and APS program (modal responses highlighted)

I've become more calloused to people since I took this job.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
In-home	7.9% (19)	13.8% (33)	22.2% (53)	40.2% (96)	15.9% (38)	3.42	239
Mhmr	3.5% (2)	12.3% (7)	10.5% (6)	43.9% (25)	29.8% (17)	3.84	57

Lack of caring and APS program

Another significant association ($\chi^2 = 10.908$, significance $<.05$) is found by crosstabulating APS program and lack of caring for the client. Overall APS specialists have a strong sense of caring for their clients and it bears repeating that nearly 89% (253/299) of specialists disagree or strongly disagree that they don't care what happens to some clients. APS is a client focused program, and in spite of the difficulty of the work, a large majority of specialists remain concerned about all their clients.

Table 4.23 Lack of caring and APS program (modal responses highlighted)

I don't really care what happens to some clients.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
In-home	1.7% (4)	4.6% (11)	7.9% (19)	35.3% (85)	50.6% (122)	4.29	241
Mhmr	0% (0)	0% (0)	3.6% (2)	23.2% (13)	73.2% (41)	4.70	56

As presented in table 4.23, mhmr specialists are less likely to not care about clients. More than 73% (41/56) of mhmr specialists strongly disagree that they do not care what happens with some clients. Less than 51% (122/241) of in-home specialists strongly disagreed with the same statement. The difference is understandable given the nature of the two programs, and the nature of the clients served by each program. Mhmr specialists work with clients that have either mental retardation or suffer from mental illness. However, the majority of mhmr clients are institutionalized (group home or institution). In addition, mhmr specialists only investigate abuse, neglect and exploitation; they do not provide services to clients. In-home specialists on the other hand, generally work with individuals in the community, and they are charged with providing services to their clients. Many of the allegations of abuse, neglect and exploitation that in-home specialists investigate can be linked to client choices. In addition, in-home clients can refuse services or continue to make poor choices in spite of in-home specialists' attempts to address their needs. It is perhaps remarkable that in-home specialists care about clients, with nearly 86% (207/241) disagreeing at some level that they don't care. Given the strong indicators that APS specialists in both programs care about their clients, APS may wish to emphasize the caring aspect of the job in order to decrease turnover.

Emotional hardening and APS program

There was no significant association between perceptions of emotional hardening and APS program (see table 4.21). However, the pattern between in-home and mhmr specialists held true. In-home specialists tend to be more concerned that the job was hardening them emotionally (mean 3.51) than their counterparts in the mhmr program (mean 3.95). Identifying emotional hardening as another coping mechanism for emotional exhaustion, the results fall in line with previously discussed findings.

Effectiveness/Achievement

As presented in table 5.11 and isolated for convenient reference in table 4.24, APS specialists in general feel that they are effective in their work. Nearly 90% (267/298) feel that they deal effectively with client problems (agree or strongly agree). Over 90% (269/297) indicated that they have a positive influence on the lives of their clients. More than 86% (257/298) perceive that they have accomplished many worthwhile things working for APS. APS specialists seem to be confident in their work and they also recognize the rewards of the job.

Table 4.24 Effectiveness perceptions (modal responses highlighted)

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	N
I deal effectively with client problems.	26.8% (80)	62.8% (187)	9.1% (27)	.7% (2)	.7% (2)	1.86	298
I have a positive influence on client's lives.	31.3% (93)	59.3% (176)	8.4% (25)	.7% (2)	.3% (1)	1.79	297
I have accomplished many worthwhile things in this job.	36.6% (109)	49.7% (148)	11.4% (34)	1.7% (5)	.7% (2)	1.80	298

Dealing effectively with client problems

When responses about dealing effectively with client problems are cross tabulated by APS program and by specialist level, there are no significant associations found (see table 4.29). However, there are differences in the responses that are worth examining. Table 4.25 presents responses on effective dealing with client problems by specialist level.

Although nearly all APS specialists feel that they deal effectively with client problems, it is worth noting that specialists IV are nearly twice as likely (close to 36% or 26/73) than specialists I (less than 20% or 13/66) to strongly agree that their work with clients is effective.

Table 4.25 Effectively dealing with client problems and specialist level (modal responses highlighted)

I deal effectively with client problems.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
Specialist I	19.7% (13)	68.2% (45)	10.6% (7)	1.5% (1)	0% (0)	1.94	66
Specialist II	28.1% (18)	57.8% (37)	9.4% (6)	1.6% (1)	3.1% (2)	1.94	64
Specialist III	24.4% (19)	65.4% (51)	10.3% (8)	0% (0)	0% (0)	1.86	78
Specialist IV	35.6% (26)	58.9% (43)	5.5% (4)	0% (0)	0% (0)	1.70	73

Along similar lines, none of the specialists III and IV felt they were not effective. It makes sense that with tenure, specialists become more confident in their ability to address client problems. In order to reduce turnover, APS management may consider formally pairing specialists III and IV as mentors with less tenured counterparts, thereby increasing newer specialists' confidence in their effectiveness.

With mean responses of 1.86 (n=57) and 1.85 (n=239) respectively, there was virtually no difference between the mhmr and in-home specialists perceptions of their ability to effectively deal with client problems. However, it is noteworthy that a higher percentage (nearly 30% or 17/57) of mhmr specialists strongly agree that they deal effectively with client problems as compared to less than 26% (62/239) of in-home specialists. Generally speaking mhmr specialists are not directly dealing with client problems, other than investigating specific incidents of abuse, neglect or exploitation. In-home specialists do spend much of their time directly working with clients to solve their problems. Table 4.26 describes the outlines differences in responses between programs.

Table 4.26 Effectively dealing with client problems and APS program (modal responses highlighted)

I deal effectively with client problems.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
In-home	25.9% (62)	65.3% (156)	7.1% (17)	.8% (2)	.8% (2)	1.85	239
Mhmr	29.8% (17)	54.4% (31)	15.8% (9)	0% (0)	0% (0)	1.86	57

Positive influence on client's lives

Crosstabulating APS program and specialist level with perceptions of influence on client's lives, there were no significant associations found (see table 4.29). Perceptions of positive influence on client lives crosstabulated with specialist level are presented in table 4.27.

It does appear that specialists III and IV feel more strongly that they have a positive influence on client's lives. This difference is understandable as it has already been determined that tenured specialists are more confident that they can effectively handle client problems. In addition, tenured specialists have had more opportunity to work with clients, increasing the chances for

positive client outcomes. These findings lend more support to the recommendation that tenured specialists be partnered as mentors with newer specialists.

Table 4.27 Positive influence on client's lives with specialist level (modal responses highlighted)

I have a positive influence on client's lives.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
Specialist I	25.8% (17)	59.1% (39)	13.6% (9)	1.5% (1)	0% (0)	1.91	66
Specialist II	31.3% (20)	56.3% (36)	10.9% (7)	0% (0)	1.6% (1)	1.84	64
Specialist III	33.3% (26)	62.8% (49)	3.8% (3)	0% (0)	0% (0)	1.71	78
Specialist IV	34.7% (25)	55.6% (40)	8.3% (6)	1.4% (1)	0% (0)	1.76	72

When crosstabulating positive influence and APS program, there are no significant associations found (see table 4.21). Table 4.28 describes the results of the crosstabulation.

Table 4.28 Positive influence and APS program (modal responses highlighted)

I have a positive influence on client's lives.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
In-home	30.3% (72)	61.3% (146)	7.1% (17)	.8% (2)	.4% (1)	1.80	238
Mhmr	36.8% (21)	49.1% (28)	14% (8)	0% (0)	0% (0)	1.77	57

Nearly 92% (218/238) of in-home specialists agree at some level that they positively influence client's lives. In comparison, nearly 86% of mhmr specialists perceive themselves as having a positive influence. 14% (8/57) of mhmr specialists responded neutrally as opposed to slightly more than 7% (17/238) of in-home specialists. Arguably, in-home specialists are more actively involved in the lives of their clients and their work, which includes services in addition

to investigation, has a more direct impact on client's lives. Mhmr specialists do not provide services, and may be less likely to observe the positive impact they are having. In order to decrease turnover in the mhmr program, APS management may consider emphasizing the indirect link between mhmr specialists' work and the positive effect on client's lives.

Significant associations within effectiveness

Applying crosstabulation to APS program and specialist level, there is a significant association between both with the perception of accomplishment. Table 4.29 lists the values of the χ^2 tests by program and specialist level for all three effectiveness statements. The significant associations will be examined further.

Table 4.29 Statistical tests of effectiveness, specialist level and APS program (significant associations highlighted)

Statement	Crosstab	χ^2	df	Phi	N
I deal effectively with client problems.	Specialist level	14.813	12	.230	281
	APS program	6.022	4	.143	296
I have a positive influence on client's lives.	Specialist level	11.082	12	.199	280
	APS program	5.094	4	.131	295
I have accomplished many worthwhile things in this job.	Specialist level	24.115*	12	.293	281
	APS program	9.775*	4	.182	296

***Significance <.05**

Accomplishment

There is a significant association ($\chi^2 = 24.115$, significance <.05) when accomplishment is crosstabulated with specialist level. Table 4.30 describes the crosstabulated responses.

Specialists III experience the highest sense of accomplishment on the job with more than 96%

(74/77) agreeing or strongly agreeing that they have accomplished worthwhile things on the job and none disagreeing at all. Interestingly, specialists IV have less sense of accomplishment with not quite 90% (65/73) agreeing with the statement at some level. In addition, nearly 10% (7/73) of specialists IV are neutral toward this statement as opposed to less than 4% (3/77) of specialists III. The reasons for this difference are unclear, but APS management should make efforts to help specialists IV recognize their accomplishments.

Table 4.30 Accomplishment with specialist level (modal responses highlighted)

I have accomplished many worthwhile things in this job.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
Specialist I	20.9% (14)	50.7% (34)	23.9% (16)	3% (2)	1.5% (1)	2.13	67
Specialist II	34.4% (22)	48.4% (31)	12.5% (8)	3.1% (2)	1.6% (1)	1.89	64
Specialist III	44.2% (34)	51.9% (40)	3.9% (3)	0% (0)	0% (0)	1.6	77
Specialist IV	42.5% (31)	46.6% (34)	9.6% (7)	1.4% (1)	0% (0)	1.7	73

The sense of accomplishment for both specialists III and IV is higher than that of specialists I and II. The mean response for specialists I is 2.13, specialists II is 1.89. Specialists III mean response was 1.6, and specialists IV mean response was 1.7. In spite of the drop from specialist III to IV, the pattern appears to be perception of accomplishment increases with tenure. This trend makes sense as more tenured employees will have had more opportunity to achieve good outcomes in their work with APS. More tenured employees are also more likely to have been given special assignments and tasks, completion of which may have increased their sense of accomplishment. In an effort to reduce turnover, APS management may try to point out

accomplishments of less tenured employees. In addition APS may wish to provide newer employees with opportunities to participate in successful tasks other than casework.

As with specialist level, crosstabulating APS program and accomplishment brings to light significant associations in the data ($\chi^2 = 9.775$, significance $<.05$). Table 4.31 describes the crosstabulated responses.

Table 4.31 Accomplishment and APS program (modal responses highlighted)

I have accomplished many worthwhile things in this job.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	n
In-home	36.4% (87)	52.3% (125)	9.2% (22)	1.3% (3)	0.8% (2)	1.78	239
Mhmr	38.6% (22)	36.8% (21)	21.1% (12)	3.5% (2)	0% (0)	1.89	57

Nearly 89% (212/239) of in-home specialists are in agreement (agree or strongly agree) that they have accomplished many worthwhile things working for APS. In contrast, less than 76% (43/57) of mhmr specialists feel the same. With relatively similar percentages in both programs strongly agreeing, there is a large difference between the percentage of in-home specialists that agree with the statement (more than 52% or 125/239) and the percent of mhmr specialists that agree (nearly 37% or 21/57).

In home specialists are able to observe their client's improving situations as they provide services. It is likely that the worthwhile accomplishments for in-home specialists are the situations in which they saved a client's life or markedly improved a client's living standards. This explanation is bolstered by the fact that more than 61% of in home specialists agreed that they have a positive influence on client's lives and more than 30% strongly agreed (see table 4.28). In fact, the explanation for the difference in accomplishment mirrors that of positive

influence and lends support to the recommendation that APS emphasize the indirect link between positive client outcomes and mhmr investigations.

Chapter summary

Chapter IV describes the results of the survey administered to APS specialists across the state of Texas. The survey measured three categories that affect turnover, internal, external and organizational. This chapter analyzes the factors within each category using crosstabs and statistical tests. Overall the descriptive categories help understand the nature of turnover at APS in Texas.

In the external category, perception of supervisory support decreases with tenure as does satisfaction with formal recognition. Also within the external category, APS specialists I are less likely than their tenured counterparts to perceive recognition for their casework. In the organizational category, the experience of emotional exhaustion, which is high for all APS specialists, increases with tenure, as does perception of achievement.

This chapter also describes significant associations between responses from the two APS programs represented in the sample. In the external category, mhmr investigators have a higher perception of peer recognition. In the organizational category, in-home specialists are more likely to be emotionally drained and feel that they are at the end of their rope. In-home specialists are also more likely to feel calloused toward others and to be more uncaring toward clients than mhmr investigators. However, in-home specialists are more likely to indicate they have accomplished worthwhile things on the job.

In areas where no significant associations were found, the responses were presented and where possible, salient differences were explained. Even in areas that were not found to have significant associations, some patterns seemed consistent throughout the findings. Wherever

explanations for differences (significant or not) are proposed, recommendations were made to improve turnover rates for APS specialists.

Chapter V

Conclusion

APS specialists (I, II, III, and IV) across the state of Texas were surveyed in order to describe their perceptions of select internal, external, and organizational factors identified in the literature as affecting turnover. The results of the survey are presented and analyzed in the previous chapter and several recommendations for decreasing turnover at APS were made based on the findings. As a result of this project, APS will have a better understanding of its front line employees and hopefully glean some nuggets that will help decrease turnover.

The conclusion first identifies strengths of the APS workforce. These are areas where APS, either through selection of new employees or through training and supervision, is doing well. The identified strengths are a starting point for understanding what makes a good APS specialist. These strengths also provide protective mechanisms against Burnout, acknowledging and reinforcing these elements will decrease turnover at APS.

In addition, the study identified several recommendations for improving turnover rates at APS. Although the survey did not identify significant reasons for higher turnover amongst first year specialists, implementing the recommendations from the study will decrease overall turnover at APS. In an effort to facilitate implementation, recommendations are made that can be implemented within the existing resources of the APS program.

Recommendations are made in two areas, those that can be implemented during the hiring process and those that are targeted at employee development. By using information from the survey to develop a screening tool that evaluates new hires for Public Service Motivation and emotional resilience, APS will be more likely to hire employees that will stay with the agency.

Supporting and encouraging other elements identified in the survey, APS can improve retention within its current workforce.

Finally, opportunities for future research are identified. Research may be conducted to develop pre-employment tools that screen for emotional resiliency. In addition the concept of mission attachment should be further explored in the context of APS or similar human service agencies. Ideally research would provide practical tools that may be applied to reduce turnover.

Strengths

APS has a strong and resilient workforce. Committed to the mission and the communities they serve, APS specialists make a positive difference every day on the job. A few areas of strength identified in the study merit particular notice.

Public service motivation

APS specialists are highly motivated to public service. More than 98% of specialists find meaningful public service to be important. Even when public service requires braving possible ridicule more than 93% of specialists are willing to face the consequences. Nearly 79% of specialists put making a difference ahead of personal achievement. APS specialists work for the agency because they want to serve others and make a difference in their communities and society.

Sense of mission

Although the survey failed to reliably measure mission attachment, the commitment to mission by APS specialists is clear. APS does an excellent job of promoting its mission internally, with more than 98% of specialists indicating they are "well aware" of the APS mission. 96% of specialists see the program and their unit supporting the mission and more than 97% like to work for APS because of its mission and values.

Supervisory support

APS frontline supervisors do an excellent job providing job related support to specialists. 86% of specialists feel that their supervisors do a good job of giving them needed information. More than 90% see their supervisors as willing to assist them with difficult tasks.

Emotional resilience

APS casework takes an emotional toll on practitioners. The majority of specialists find themselves drained by the work and feel used up at the end of the day. In spite of the emotional demands of the job, less than 13% of specialists strongly feel that they are at the end of their rope. APS specialists are finding the emotional resources to continue coming back, day after day.

Commitment to clients

Although depersonalization can be a way of coping with emotional exhaustion, APS specialists remain committed to the dignity and humanity of their clients. In spite of having given so much of their own emotional resources, only 5% of specialists feel they do not care what happens to some clients. Only around 20% find themselves more calloused or worry that they are becoming hardened.

Effective casework

Despite the difficult nature of APS work, nearly 90% of specialists feel that they effectively deal with client problems. More than 90% see themselves as having a positive effect on their clients' lives. APS specialists are confident in their abilities to do the job and make a difference for their clients.

Areas for improvement

There are several areas where APS can improve turnover. Implementation of the following recommendations will decrease turnover at APS. It should be noted that many of these recommendations may already be in place in some APS regional settings. Sixteen areas are identified and divided into two categories. The first category involves improving hiring practices, the second category details recommendations for ongoing support of current employees. Acknowledging fiscal realities, recommendations are limited to those that can be implemented within current APS resources. Given the complex nature of APS casework and the structure of the program, APS management may not be able to implement these recommendations as made, however the program may still find ways to address the areas of identified.

Recommendations

Screening new employees

Hiring the right new employees is critical to improving turnover rates in any organization. APS may adapt some of the tools developed in this study into a screening tool designed to identify prospective employees that are likely to stay with the program.

- A screening tool may be developed and implemented to target PSM. The program could administer to new employees a test including the statements used to measure PSM in this study. APS could develop a scoring tool and screen applicants for candidates that exhibit high levels of PSM. In scoring the tool, particular care should be taken to weigh the self-sacrificing elements of the scale more heavily.

- The emotionally exhausting nature of APS work is unlikely to change.

Prospective employees can be screened for emotional resilience and for healthy coping mechanisms. The adapted version of the Maslach Burnout Inventory (Maslach et al. 1986) used in this project is not appropriate for screening prospective employees, but a tool can be developed or purchased to identify resiliency in prospective employees.

Ongoing supports for employees

After selecting the best applicants for the job, APS will improve turnover rates by focusing on providing current employees with ongoing supports to address areas identified in this study.

- Recognizing the importance of APS mission to specialists, efforts should be made to emphasize the link between individual specialists' work and the overall mission. Methods to accomplish this can be presented to new managers in APS supervisor Basic Skills Development training (BSD). Tenured supervisors can be given the information through training in their management team meetings.
- Given the link between supportive supervision and decreased turnover, APS supervisors should be made aware that the perceived motivations behind their actions can be as important as the actions themselves. Perception of support is as important as the act of support itself. Again, this information can be included in BSD and also reinforced with tenured supervisors at management team meetings.
- In order to decrease turnover of tenured employees, APS supervisors should make concerted efforts to demonstrate concern for the personal well being of specialists III and

IV. BSD can highlight effective methods to demonstrate concern without becoming too personally involved in employees' lives.

- Acknowledging the culture of confidentiality at APS, the program should place emphasis on public recognition of good work by APS specialists. Ideally this would be implemented across all levels of APS. APS training division could develop leadership training that would include this element for presentation to State and Regional leadership within APS.
- APS should consider further formalizing its recognition processes, encouraging public and formal recognition of employees on a regular basis. This could be accomplished by strengthening the formal recognition portion of regional meetings and formalizing the elements that are recognized.
- APS may consider making step increases a formal event in front of peers. This would contribute to the perception of a formalized recognition process.
- Opportunities to recognize positive client interactions and outcomes during the first year of employment should be identified and leveraged by the APS program. Supervisor BSD can include this element and APS training division can emphasize this with regional training personnel, who have ongoing contact with new hires.
- Supervisors and management should make a concerted effort to recognize positive client outcomes for all specialists. This concept can be emphasized in Supervisor BSD and in training developed for State and Regional leadership.
- A workgroup can examine peer recognition in the mhmr program. Where possible, efforts should be made to replicate identified best practices in the in-home program. These best practices can be disseminated through the Program Improvement Committee

(PIC) which includes in its purpose the identification, vetting and dissemination of best practices.

- Acknowledging the relationship between emotional exhaustion and turnover, APS needs to take steps to help specialists restore depleted emotional resources. Appropriate use of the employee assistance program (EAP), a free service for all DFPS employees. Additionally, self care techniques can be included in employee training.
- APS should identify and encourage healthy mechanisms for coping with emotional exhaustion. The statewide and regional PICs could take on this task, or local wellness coordinators already in place could make this a priority.
- Given strong indicators that APS specialists in both programs care deeply about their clients, APS may wish to emphasize the caring aspect of both jobs. Caring for clients can be addressed at unit, management and regional meetings, and in training.
- APS turnover will decrease if tenured specialists (III and IV) are paired with specialists I as official mentors, thereby increasing new employees confidence in their casework effectiveness. APS can implement a statewide mentorship process for new employees.
- In order to reduce turnover in the mhmr program, APS should emphasize the relatively indirect link between mhmr investigations and positive outcomes for APS clients. Supervisors can be trained to identify opportunities to make this connection for their employees, helping them to understand how their daily work is making a difference in client's lives.
- APS can decrease first year turnover by providing newer employees with opportunities to participate in, and share accomplishments in areas other than direct casework. This can

be achieved by appointing new employees to workgroups, regional PICs and other projects.

Future Research

Future research may be focused on developing accurate screening tools for emotional resiliency. As opposed to the MBI, which measures current levels of burnout, researchers may wish to identify predictors of healthy responses to emotional exhaustion. Employees that come into APS or other human service programs with high emotional resiliency are less likely to turn over.

Given the inadequacy of the questions in this research for measuring mission attachment, further research may be conducted to develop a more reliable tool. An in-depth look at mission attachment and the idea of mission fulfillment would benefit the APS program and human service agencies with similar goals. Ultimately, a screening tool that measures ability to attach to mission and to link one's own performance to mission fulfillment could be developed.

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Appendix A

Consent Form

Greetings, I am requesting your assistance in completing the attached survey.

The goal of this survey is to research APS caseworker perceptions of several factors that influence turnover. Results of the research may be used to improve APS recruiting, screening, and hiring of new caseworkers. If you have any questions, you may contact me (Kez Wold) directly at (512)438-3580 or by email at kezeli.wold@dfps.state.tx.us.

You have been chosen to participate in this survey because you are an APS caseworker and I am interested in your perceptions. The survey consists of 29 questions, 3 questions about your status within the agency and 26 statements of opinion for you to rate. The survey process should take no longer than 5 minutes.

Participation in the survey is completely voluntary, there will be no individual ramifications should you choose not to participate or if you withdraw once started. You may likewise choose not to answer any question on the survey for any reason.

Any questions about the research, research participants' rights may be directed to the IRB Chair, Dr. Jon Lasser (512)245-3413 (lasser@txstate.edu) or to Ms. Becky Northcut, Compliance Specialist (512)245-2102.

The responses will be anonymous and the results will be reported in aggregate, statewide and by region and classification. Your individual responses cannot be linked to you or your unit. Results of the survey may be used to help reduce turnover at APS, which will help you by keeping workloads down. There are no identified risks to participating in this survey. Your responses are very much appreciated.

The final report will be available to you on ecommons at Texas State University's website upon completion. If you have any questions, please feel free to contact me at kezeli.wold@dfps.state.tx.us or by phone at (512)834-3468.

Please print a hard copy of this consent form for your records.

Appendix B
IRB Approval



Institutional Review Board Application

Certificate of Approval

Applicant: kezeli wold

Application Number : 2010L7450

Project Title: Assessing Turnover in Texas Adult Protective Services: Perceptions of Caseworkers

Date of Approval: 02/23/10 10:23:01

Expiration Date: 02/23/11

A handwritten signature in black ink, appearing to read "M. Blum".

Assistant Vice President for Research
and Federal Relations

A handwritten signature in black ink, appearing to read "Jon Lamm".



Chair, Institutional Review Board










[Return to IRB Home](#)


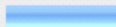
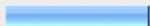
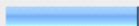
Appendix C

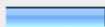
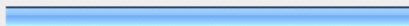
Survey Questionnaire results

Retention questionnaire

1. I have read the consent form (attached to email) and agree to participate in this survey.		
	Response Percent	Response Count
yes 	99.7%	315
no 	0.3%	1
<i>answered question</i>		316
<i>skipped question</i>		0

2. I work in Region		
	Response Percent	Response Count
1 	7.1%	22
2/9 	8.0%	25
3 	8.4%	26
4/5 	13.5%	42
6 	15.1%	47
7 	19.0%	59
8 	13.8%	43
10 	4.8%	15
11 	10.3%	32
<i>answered question</i>		311
<i>skipped question</i>		5

3. I am an APS specialist		
	Response Percent	Response Count
I 	24.0%	71
II 	22.0%	65
III 	28.0%	83
IV 	26.0%	77
<i>answered question</i>		296
<i>skipped question</i>		20

4. I work		
	Response Percent	Response Count
mh&mr investigations 	19.6%	61
in-home 	80.4%	250
<i>answered question</i>		311
<i>skipped question</i>		5

5. Please indicate your level of agreement with the following statements:							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
Meaningful public service is important to me.	63.0% (189)	35.7% (107)	1.3% (4)	0.0% (0)	0.0% (0)	1.38	300
I am not afraid to go to bat for the rights of others even if it means I will be ridiculed.	49.0% (148)	44.4% (134)	5.6% (17)	0.7% (2)	0.3% (1)	1.59	302
Making a difference in society means more to me than personal achievements.	31.8% (95)	46.8% (140)	18.7% (56)	2.3% (7)	0.3% (1)	1.93	299
I am often reminded by daily events about how dependent we are on one another.	31.8% (96)	51.8% (156)	13.0% (39)	3.0% (9)	0.3% (1)	1.88	301
Sharing my views on public policies with others is attractive to me.	14.3% (43)	38.2% (115)	37.2% (112)	9.3% (28)	1.0% (3)	2.45	301
answered question							302
skipped question							14

6. Indicate your level of agreement with the following statements:						
	Agree	Slightly agree	Slightly disagree	Disagree	Rating Average	Response Count
I am well aware of the direction and mission of APS.	88.4% (266)	10.0% (30)	1.0% (3)	0.7% (2)	1.14	301
The program and my unit support the mission of APS.	84.7% (254)	11.3% (34)	3.7% (11)	0.3% (1)	1.20	300
I like to work for APS because I believe in its mission and values.	84.2% (251)	13.1% (39)	1.3% (4)	1.3% (4)	1.20	298
My work does not contribute to carrying out the mission of APS.	7.4% (22)	6.7% (20)	12.7% (38)	73.2% (219)	3.52	299
answered question						301
skipped question						15

7. Please indicate whether you find the following statements to be true:						
	Very true	True	Somewhat true	Not at all true	Rating Average	Response Count
My supervisor is very concerned about the welfare of those under him/her.	55.5% (167)	27.2% (82)	12.6% (38)	4.7% (14)	1.66	301
My supervisor gives information when I need it.	57.8% (174)	28.2% (85)	12.0% (36)	2.0% (6)	1.58	301
My supervisor is not willing to help me with difficult tasks.	3.0% (9)	6.4% (19)	10.7% (32)	79.9% (239)	3.68	299
My supervisor is warm and friendly when I have problems.	51.2% (154)	26.6% (80)	14.6% (44)	7.6% (23)	1.79	301
	answered question					301
	skipped question					15

8. Please indicate your level of agreement with the following statements:							
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Rating Average	Response Count
I am satisfied with the amount and frequency of informal praise and appreciation I receive.	15.6% (47)	40.5% (122)	22.9% (69)	13.6% (41)	7.3% (22)	2.56	301
I am satisfied with the amount and frequency of formal praise and appreciation I receive.	13.6% (41)	35.2% (106)	24.6% (74)	15.9% (48)	10.6% (32)	2.75	301
I am recognized when my casework makes a difference in a client's situation.	14.7% (44)	30.4% (91)	26.1% (78)	19.7% (59)	9.0% (27)	2.78	299
Others are not made aware when I do a good job.	10.0% (30)	18.4% (55)	38.5% (115)	24.4% (73)	8.7% (26)	3.03	299
	answered question						301
	skipped question						15

9. Indicate your level of agreement with the following statements:							
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Rating Average	Response Count
I feel emotionally drained from my work.	21.7% (65)	31.3% (94)	18.7% (56)	23.7% (71)	4.7% (14)	2.58	300
I feel used up at the end of the workday.	21.7% (65)	26.4% (79)	21.4% (64)	24.7% (74)	5.7% (17)	2.66	299
I feel like I'm at the end of my rope.	12.1% (36)	11.1% (33)	17.2% (51)	43.8% (130)	15.8% (47)	3.40	297
I've become more calloused to people since I took this job.	7.0% (21)	13.8% (41)	19.8% (59)	40.6% (121)	18.8% (56)	3.50	298
I don't really care what happens to some clients.	1.3% (4)	3.7% (11)	7.0% (21)	33.1% (99)	54.8% (164)	4.36	299
I worry that this job is hardening me emotionally.	7.0% (21)	13.1% (39)	17.8% (53)	37.6% (112)	24.5% (73)	3.59	298
I deal effectively with client problems.	26.8% (80)	62.8% (187)	9.1% (27)	0.7% (2)	0.7% (2)	1.86	298
I have a positive influence on client's lives.	31.3% (93)	59.3% (176)	8.4% (25)	0.7% (2)	0.3% (1)	1.79	297
I have accomplished many worthwhile things in this job.	36.6% (109)	49.7% (148)	11.4% (34)	1.7% (5)	0.7% (2)	1.80	298
answered question							300
skipped question							16

Appendix D

Coding book for APS retention survey

I have read the consent form (attached to email) and agree to participate in this survey	Yes	no								
Consent	1	2								
I work in Region	1	2/9	3	4/5	6	7	8	10	11	
Region	1	2	3	4	5	6	7	8	9	
I am an APS specialist	I	II	III	IV						
Specialist	1	2	3	4						
I work	mh&mr	inhome								
Program	1	2								
Meaningful public service is important to me.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree					
PSM1 (public service)	1	2	3	5	5					
I am not afraid to go to bat for the rights of others even if it means I will be ridiculed	Strongly agree	Agree	Neutral	Disagree	Strongly disagree					
PSM2 (rights)	1	2	3	4	5					
Making a difference in society means more to me than personal achievements.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree					
PSM3 (difference)	1	2	3	4	5					
I am often reminded by daily events about how dependent we are on one another.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree					
PSM4 (dependence)	1	2	3	4	5					
Sharing my views on public policies with others is attractive to me.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree					
PSM5 (policy)	1	2	3	4	5					
I am well aware of the direction and mission of APS.	Agree	Slightly agree	Slightly disagree	Disagree						
MA1 (awareness)	1	2	3	4						
The program and my unit support the mission of APS.	Agree	Slightly agree	Slightly disagree	Disagree						
MA2 (support)	1	2	3	4						
I like to work for APS because I believe in its mission and values.	Agree	Slightly agree	Slightly disagree	Disagree						
MA3 (believe)	1	2	3	4						
My work does not contribute to carrying out the mission of APS.	Agree	Slightly agree	Slightly disagree	Disagree						
MA4 (contribute)rev.	1	2	3	4						

My supervisor is very concerned about the welfare of those under him/her.	Very true	True	Somewhat true	Not at all true	
SS1 (concern)	1	2	3	4	
My supervisor gives information when I need it.	Very true	True	Somewhat true	Not at all true	
SS2 (informs)	1	2	3	4	
My supervisor is not willing to help me with difficult tasks.	Very true	True	Somewhat true	Not at all true	
SS3 (helps) rev.	1	2	3	4	
My supervisor is warm and friendly when I have problems.	Very true	True	Somewhat true	Not at all true	
SS4 (friendly)	1	2	3	4	
I am satisfied with the amount and frequency of informal praise and appreciation I receive.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Rec1 (informal)	1	2	3	4	5
I am satisfied with the amount and frequency of formal praise and appreciation I receive.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Rec2 (formal)	1	2	3	4	5
I am recognized when my casework makes a difference in a client's situation.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Rec3 (casework)	1	2	3	4	5
Others are not made aware when I do a good job.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Rec4 (peers) rev.	1	2	3	4	5
I feel emotionally drained from my work.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
BOEE1 (drained)	1	2	3	4	5
I feel used up at the end of the workday.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
BOEE2 (used up)	1	2	3	4	5
I feel like I'm at the end of my rope.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
BOEE3 (endofrope)	1	2	3	4	5
I've become more calloused to people since I took this job.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
BODS1 (calloused)	1	2	3	4	5
I don't really care what happens to some clients.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
BODS2 (uncaring)	1	2	3	4	5
I worry that this job is hardening me emotionally.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
BODS3 (hardening)	1	2	3	4	5
I deal effectively with client problems.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
BOEF1 (effective) rev	1	2	3	4	5

I have a positive influence on client's lives.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
BOEF2 (influence) rev	1	2	3	4	5
I have accomplished many worthwhile things in this job.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
BOEF3 (accomplish) rev	1	2	3	4	5