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## FACTORS THAT INCREASE SOCIAL WORKER LONGEVITY IN CHILD WELFARE SERVICES

Heather Lovejoy

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FACTORS THAT INCREASE SOCIAL WORKER LONGEVITY  
IN CHILD WELFARE SERVICES

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A Project  
Presented to the  
Faculty of  
California State University,  
San Bernardino

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In Partial Fulfillment  
of the Requirements for the Degree  
Master of Social Work

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by  
Heather Lynn Lovejoy

May 2023

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## ABSTRACT

High social worker turnover rates have impacted Child Welfare Services (CWS) for many years and remains a consistent issue. Retaining child welfare social workers is important to effectively serve clientele involved with CWS. This study sought to identify factors that increase social worker longevity in CWS. Using a post-positivist approach, the researcher gathered qualitative data from employees who previously and currently work for CWS in southern California through interviews. The researcher interviewed ten participants. Of those participants, four are no longer employed with a CWS agency and six remained employed with CWS, all with different lengths of employment and came from different cultural or educational backgrounds.

This study provides awareness to prospective child welfare social workers on factors that increase longevity in the field and issues that affect the length of stay in child welfare services. While individuals often make a career choice early on in their education, this study provides students with the opinions and experiences of social workers in child welfare and for students to decide if child welfare social work is a job suited for them. This study has the potential to educate the community on the roles of child welfare social workers. In addition, this study provides child welfare organization reasons social workers stay in this line of work in order to retain social work employees.

## ACKNOWLEDGEMENTS

Taking on this project while working was a difficult task to accomplish. Without the support and patience of my family I do not think I would have overcome the challenges that I have faced throughout this process. Therefore, I would like to thank my parents for their unwavering support from the beginning of my journey to the end. Most importantly, I would like to thank my son for his support and encouragement to keep pursuing my education, even when that meant a little less time for him.

I want to thank the professors that have been patient with my questions and who have been guides to my success. In addition, the social workers who allowed me to interview them, my classmates and friends who have seen my struggles and have supported me nonetheless.

## DEDICATION

This project is dedicated to my family and friends that have supported my lengthy education journey. Thank you for believing in me, even when at times I did not believe in myself.

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## CHAPTER ONE

### ASSESSMENT

#### Introduction

Chapter one first covers the research topic, the factors that increase social worker longevity in Child Welfare Services (CWS). This chapter then explains why the post-positivist paradigm was chosen for this study. Following the chosen paradigm, a literature review is provided. In addition, the theoretical orientation is discussed. Finally, the potential contributions to social work practices on a micro and macro level are discussed followed by a chapter summary.

#### Research Statement

The focus of this study was to examine factors that increase social worker longevity in Child Welfare Services. In this study longevity represented the amount of time a social worker stays employed with CWS and turnover represented the social worker quitting or planning to leave CWS. The study was informed by a literature review and experiences and opinions of social workers who work or have worked for a CWS agency in Southern California.

Social workers in CWS often have high turnover rates. Understanding what makes social workers stay in CWS is important to decrease high turnover rates. Influencing longevity in social work can improve work productivity and increase the delivery of services. Retaining well-trained and committed social workers is important in providing quality services to the children and family that

come to the attention of a CWS agency in Southern California (Madden et al., 2014). Lower-quality relationships between social workers and clients due to staffing concerns can create longer stays for children in the foster care system (Hermon & Chahla, 2019). Having high turnover rates of social workers in CWS leads to negative impacts not only on the organization but on the remaining social workers by increased work demands (Johnco, et al., 2014). Knowing the factors that increase social worker longevity in social worker in CWS can lead to an increase in social worker employment and longevity.

### Paradigm and Rationale for Chosen Paradigm

This study employed a post-positivism paradigm. Post-positivism is an approach that focuses and builds on the data gathered from a problem throughout the study with an objective view of reality with an inductive exploration of the data collected (Morris, 2013). Data was gathered by qualitative research methods, rather than number-based data. To better understand the experiences interviewees have, qualitative data was gathered from social workers who currently work or previously worked for CWS in a naturalistic setting (Morris, 2013). Exploring the factors that increase social worker longevity in CWS using a naturalistic setting is important in order to fully understand the reasons that lead social workers to stay employed in CWS. With the post-positivist approach, this study allowed multiple themes to emerge from the data that was collected

instead of identifying one single narrative. With high social worker turnover rates, it is important to learn why some social workers choose to stay in CWS.

### Literature Review

The literature review covered the multiple facets of social worker longevity in CWS. To better understand why social worker longevity is important, an explanation of the background of CWS and the roles social workers play was provided. Following the background, the prevalence of high turnover rates was reviewed and discussed. Next, this literature review sought to understand the key factors that influence social workers in child welfare services to stay employed for extended periods of time. In addition, this paper also reviewed the issues that lead to high turnover rates which impacts longevity. While looking at the lengths of social worker employment, this review looked at the consequences of both long-term social worker employment and short-term employment. Furthermore, this review provided readers with existing interventions or prevention measures that aimed to influence social worker longevity in child welfare services.

### Background

The social workers who were interviewed in this study have previously worked for a child welfare agency or currently work for a CWS agency in Southern California. Operating under the California Welfare & Institutions 300 code, a CWS agency in Southern California's mission is to protect children, strengthen families, and develop alternative familial placements for children with

the family being the center of focus (California Legislative Information, 2021). CWS intervenes when there are allegations of physical or emotional abuse, sexual abuse, neglect, or even exploitation (California Legislative Information, 2021).

In the United States approximately 656,000 were reported victims of child abuse and neglect (Child Welfare League of America, 2021) in the year 2019 alone. Of the 4.4 million referrals of abuse generated in 2019, child welfare social workers responded to 2.4 million of those referrals (Child Welfare League of America, 2021). In 2019, one southern California County alone received 30,584 allegations of child maltreatment, 20,993 investigations were conducted, 4,533 were substantiated, and 2,622 children entered into care (California Child Welfare Indicators Project, 2021).

There are many social workers that play distinct roles within a CWS agency. When a referral is generated through the child abuse hotline, intake social workers are the ones who make initial contact with the family. Intake social workers assess the safety of the child and decide if intervention or removal of children is necessary. Carrier social workers maintain the family's case, whether the case is voluntary (family asks for the department's help) or involuntary (family does not have a choice in the department's involvement) by providing services to children and the family. Carrier social workers engage the family in the services needed (parenting classes, therapy, drug testing and AA/NA meetings) to increase the possibility of children being returned to the parents.

Jurisdiction/Disposition social workers work alongside the carrier social workers to gather family information and history (criminal, prior involvement with CWS, etc.) to help assess the needs of the family. Carrier social workers have continuous involvement in the case until the child or children are returned home or the child or children need permanent placement due to failure to reunify. Adoption social workers provide permanent placement services to children when children are unable to reunify or be safely returned to the family home. In addition, some social workers are assigned to work with youth that are between the ages of 18-21 and ready to transition into adulthood and live independently.

A CWS agency in Southern California seeks to ensure that every child in CFS custody is having their basic needs met and that the immediate family's needs are met as well. These Southern California County social workers intervene only when necessary for the safety of children and provides families with support to reunify families (California Legislative Information, 2021).

### Prevalence

Nationwide there is an estimated 20% to 40% turnover rate for child welfare social workers (Rittschof & Fortunato, 2016). California alone averaged a 14% turnover rate in child welfare agencies in 2003 (Smith & Clark, 2011). Social workers who have been employed in child welfare for three to five years and who carry caseloads experience burnout more often than workers with less than three years (Leake, et al., 2017), which can create high turnover rates in the organization. Child welfare social workers turnover rates are higher than turnover



rates for social workers in different settings (Kim, 2011). It takes approximately thirteen weeks to fill a social worker position that is open (Kim & Kao, 2014), showing the importance of social worker retention. This problem is of particular concern in rural areas, as organizations in rural areas were found to have more problems recruiting and retaining social workers when compared to social workers in urban areas (Kim & Hopkins, 2017).

### Causes and Consequences of High Turnover Rates

Social workers in CWS are employed in a challenging profession. Social workers often have high job demands and multiple stressors and experience burnout, all of which influence the social worker's proclivity to quit (Travis et al., 2016). Social workers have high job demands, such as monthly contacts that are at times hours away from the office, setting up services for the family, writing court reports or completing other court documents, and many more that can contribute to the stress or burnout that social workers endure. Social workers must meet with clients on a regular basis and often deal with clients that are not too happy about being involved with the department. At times clients take their frustration out on the social worker. Social workers need to work with clients who are involved in domestic violence, who are abusing substances, or clients that have emotional or behavioral problems. In addition to these high job demands, when social workers quit, workloads and demands increase for the social workers who remain.

Madden, et al. (2014) states in a study on retention of child welfare social workers organizational factors and personal factors contribute to turnover rates. Personal factors were categorized into factors such as role conflict, burnout, age, and education (Madden, et al., 2014). Madden, et al. (2014) provided organizational factor examples such as high workloads, no support from supervisor, salary dissatisfaction and inadequate training that impacts the retention of child welfare social workers. Rittschof and Fortunato (2016) state that burnout and lack of supervisor support decreases the effectiveness of a social worker's job performance which can decrease commitment to the organization and create an intent to quit. If social workers do not feel they are supported by their supervisors in the decisions they make, social workers may feel they are doing a poor job.

Client mistrust builds when there is high social worker turnover and clients get assigned new workers frequently. In addition, when skilled or knowledgeable social workers quit and are replaced with new possible unskilled workers, this creates a loss of human capital. When social workers change frequently or have limited time to fully engage with clients, clients can feel their opinions are ignored or they were not a part of the decision-making process, which can lead to mistrust (Lehtme & Toros, 2020). When trust is built between social workers and clients, clients are more willing to work with social workers and have a better outcome in their case (Lehtme & Toros, 2020), which in return would lead to a better outcome for children involved with CWS. High turnover rates of social

workers in child welfare services not only effects clients but the agency itself (Madden, et al., 2014). High turnover rates effect the agency financially, costing 33% to 70% of a position's annual salary when needing to fill a social worker vacancy (Madden et al., 2014). Delays in filling social worker positions interrupts services to clients and negatively impact the morale of employees (Madden et al., 2014). Organizations in rural areas have difficulty finding qualified child welfare workers due to lack of job opportunities or salaries that are noncompetitive (Kim & Hopkins, 2017).

#### Interventions or Preventions that Influence Longevity

One way to address the issue of burnout is by building a supportive climate to social workers by promoting relationships between peers, offering support and self-care plans (He et al., 2018). By addressing the issues that lead to burnout in the workplace, organizations can decrease the stress levels of social workers, thereby increasing retention. Shier, et al., (2012) describes how an organization's awareness of individual stressors, that are either personal or work related, can create an environment that supports the works by tailoring the work environment to meet worker's needs.

A prevention measure that was seen to promote social worker retention was compensation increases (Griffiths et al., 2020). Employees who are rewarded with cost of living raises throughout their employment, regardless if they are tenured or entry level social workers, can feel recognized and valued by their employer (Griffiths et al., 2020). Another common theme that affects

retention rates is caseload. Reducing caseloads to make the workload easier to manage can help improve social worker longevity (Griffiths et al., 2020).

Organizations can decrease the workload by hiring more frontline and support staff (Griffiths et al., 2020). In addition, another proposed strategy in increasing social worker retention is professional development, proper training for the job and appreciation and respect from the organization (Griffiths et al., 2020).

Kim & Kao (2014) state that social worker longevity is influenced when employees are prepared for the stress that comes with being a child welfare social worker. In a study on turnover intention among child welfare workers, they found that social workers who are committed to the organization and were confident in work skills showed greater retention rates. Agencies can encourage work self-efficacy by providing developmental opportunities to employees through workshops and trainings (Kim & Kao, 2014). Personal accomplishment was found to be the strongest variable that creates jobs satisfaction (Kim & Hopkins, 2017). Feeling satisfied with one's job influences commitment to the job. The health and well-being of social workers can be increased with wellness or self-care programs (Kim & Kao, 2014) in order to promote job satisfaction. Implementing strategies to promote the well-being of social workers is important to promote healthy functioning and relieve some of the stress that commonly affects the social worker's well-being (Martin et al., 2020).

## Conclusion

The literature review provided multiple facets of social worker longevity. The roles of social workers were described and the background of CWS was discussed. Information was provided regarding the prevalence and factors that influence social worker turnover rates, such as high caseloads and lack of supervision. The review provided reasons that social workers stay or quit CWS. In addition, the research reviewed some of the consequences of high turnover rates, such as decreased job performance and mistrust from clients. This paper provided prevention and interventions that are aimed at increasing social worker retention. This study applies previous findings to a new setting to see if they still hold true. A CWS agency in Southern California has created a new setting by creating a retention committee within the organization. This committee contains participants on every level in the organization; clerical, social workers, supervisors, and management. This committee attempts to build a positive relationship between staff and management. During this monthly meeting, concerns and ideas on how to improve staff satisfaction and worker production are discussed. With the new setting in agency that works towards building a better relationship with staff, it has potential to address gaps provided in literature that exclude these types of meetings. Knowing if these types of committees can create social worker longevity would be a new finding in this agency, due to the newness of the retention committee.

#### Theoretical Orientation

The theoretical orientation for this study was a narrative approach. The narrative approach worked well in this study as data collected was based on the opinions and experiences of the interviewees. When assessing the factors that contribute to social worker longevity in CWS, it was important to learn from social workers working in the field or who have left the field, how they interpret experiences, form opinions about CWS, and reasons to stay in this line of work. Since CWS social workers have the highest turnover rate (Johnco, et al., 2014), it is important to collect qualitative data from the source (CWS social workers). Having high turnover rates of social workers in CWS leads to negative impacts not only on the organization but on the remaining social workers by increased work demands (Johnco, et al., 2014).

There are multiple reasons social workers stay or leave child welfare services. To better understand the reasons why one leaves, the unfolding model of turnover was used. Kulik, et al., (2012) describes the unfolding model of turnover as using five distinct paths to determine turnover and “five key elements: shocks, scripts, image violations, dissatisfaction, and alternate job opportunities,” (p. 26). Shocks are considered to be the initial jarring event that leads to a decision to quit; scripts coincide with previous recollections of events and identifies a proper response whether to leave or stay and the consequences of action); when shocks and scripts do not match image violations occur which influence a decision; comparing the information attributes to the satisfaction or dissatisfaction of the worker; once dissatisfaction is determined the social worker

begins to look for alternate job opportunities (Kulik, et al., 2012). Using the unfolding theory brought forth the factors that increase social worker longevity in social worker in CWS.

#### Potential Contributions of Study to Micro and/or Macro Social Work Practice

This study makes potential contributions to both the macro and micro social work practice. On a macro level of social work practice, the findings in this study provides information that could be valuable to the organization by becoming aware of current and potential staff longevity strengths. The data collected in this study, through the experiences and opinions of CWS social work staff, promotes further interactions between social workers and the organization to promote longevity. Organizations gaining knowledge about its current strengths and understanding what factors are most important for social workers, can help increase satisfaction and longevity for CWS social workers. Furthermore, the financial costs of social worker turnover could potentially decrease for an organization (Johnco, et al., 2014), when social worker longevity reasons are explored, and plans are put into practice. Perceptions of past and present social work staff are important to further understand changes that could be made to prevent high turnover rates, not only on an organizational level but on an individual level as well.

On a micro level this research contributed to future changes in CWS by social workers becoming aware of the factors and reasons to continue to work in

CWS for a long time. When reviewing this completed study, social workers can advocate for changes that promote social worker longevity. The more a social worker is happy working for CWS, the more likely they are to stay. The longer a social worker stays in CWS, the most vital roles such social worker could fill. For example, with an increase of staffing social workers in an organization, the lower the caseload for individual social workers. Lower caseloads would mean less burnout, along with the ability to focus on providing more attentive services to individual families, which would in turn create satisfaction in the workplace.

### Summary

This chapter recognized the goal of the study's focus regarding factors that increase social worker longevity in Child Welfare Services. It provided the rationale for choosing a post-positivist approach and the unfolding theory used for this study. This study provided potential contributions to social work practice on a micro and macro level. The literature review described the roles of social workers in child welfare, prevalence rates of social worker turnover and the consequences stemming from these issues. Lastly, this study provided its readers with intervention or prevention measures that can influence social worker longevity in child welfare services.



## CHAPTER TWO

### ENGAGEMENT

#### Introduction

In chapter two, the researcher describes the child welfare site that was chosen for this study. This chapter explains how the researcher gathered access and approval to the study site. How the researcher self-prepared for the study is also discussed in this chapter. In addition, diversity, ethical and political issues are discussed. Furthermore, the technology that was used to implement the study is described in detail. Lastly, a summary of chapter two is provided.

#### Study Site

The study participants chosen for this study worked or have worked for a CWS agency in Southern California.. The targeted CWS office is in Southern California and houses social workers accustomed to working in the rural and urban areas. The study site in Southern California and its surrounding areas are more rural, not like that of the surrounding areas that are described as a more urban setting. This agency serves the local communities with services addressing child abuse, neglect, or exploitation with the goal of children remaining with parents when possible. If children cannot remain with their parents due to due to safety concerns, children are placed with relatives or in foster homes to ensure their safety.

Social workers in child welfare agencies often have a Bachelor of Social Work degree than a Master of Social Work Degree and are often required to have other trainings met to become a social worker (Whitaker, 2012).

### Engagement Strategies for Gatekeepers at Research Site

The researcher works as a unit clerk for a CWS agency in Southern California. The researcher has access through personal connections to employees at the CWS agency in Southern California; however, interviews were conducted outside of work hours to provide a space of privacy and allow for more direct answers. There was one supervising social service practitioner (SSSP) and a Child Welfare Services Manager (CWSM) in the CWS agency. One supervises carrier social workers and the other supervises the SSSPs. The researcher informed the SSSP and CWSM, the study gatekeepers, about the study that would be conducted and answered any questions they had. The researcher expressed the importance of the study to the SSSP and CWSM and asked them if there were any questions they thought would be beneficial to include in the interviews. The researcher informed both the SSSP and CWSM that interviews will be conducted outside of regular business hours and outside of the office. The carrier SSSP suggested using the Safety organized Practice (SOP) approach for developing interview questions, for example using the SOP question such as “What is working well?” and “What is not working well?” SOP is a culturally respectful, evidence-informed collaborative approach that develops a

plan that builds on strengths to ensure access to resources to leaders, supervisors, and social workers (UC Berkeley, 2021). In addition, the carrier SSSP suggested asking participants what they consider to be the three best and three worst things about working for CWS.

The SSSP and CWSM recommended certain employees for the researcher to interview. These potential interviewees consisted of both past and present social worker employees. The CWSM was also willing to help facilitate contact with prior social worker employees. The researcher consulted with both the SSSP and CWSM as to how to contact social workers that currently work for the CWS agency in Southern California in the local office to inform them of the study and ask to participate in interviews. The carrier SSSP stated that contacting some social workers by cell phone would be better than emails. Both the SSSP and CWSM shared their interest in the study and expressed a desire to review the completed study.

### Self-Preparation

The researcher self-prepared by researching and reviewing literature about child welfare services. Learning about the roles of social workers, whether collaborating or advocating for families, along with the limits and stresses of social workers, provided the researcher with a better understanding of reasons social workers choose to remain in CWS. With the newfound knowledge from reviewing the literature on social worker longevity, the researcher formed tailored

questions for the interviews. In addition, the researcher conducted practice interviews with colleagues and friends to work out the flow of the interview and identify any needed changes to the interview questions. The researcher asked for feedback on her interviewing skills and non-verbal behaviors. The researcher prepared by identifying the use of audio recordings as the way to accurately collect data during interviews. Since the researcher currently works for a CWS agency, the researcher identified any personal biases that may be present based on rumors around the office or from individual experiences, which allowed the researcher to gather data from the interviewees without any preconceptions or misinterpretations. The researcher allowed interviewees to make suggestions about the research questions and clarified answers if answers given were not clear, and encouraged participants to expand on answers.

## Diversity Issues

California consists of a diverse population. In 2021, its population consisted of mixed ethnic groups; 40.2% Hispanic, 35.2% White, 15.3% Asian, and 5.6 % Black (USA Facts, 2022). Differences of ethnicity, various age groups of participants, gender identity, education levels, the amount of time employed with the county, and differences between the social work units' required job duties or experiences were considered when selecting participants by using purposive sampling to ensure participants cover a wide range of identities and experiences. The researcher acknowledged that participants of the study may have diverse cultural values or backgrounds and may have experience working with populations on a professional level that are different from the researcher's background and experience.

## Ethical Issues

The researcher currently works for the CWS agency in Southern California as a unit clerk. The researcher accounted for possible biases based on prior conversations with employees from CWS by using her reflective journal throughout the study. To ensure the participant's confidentiality and privacy, the researcher explained to participants that no names will be used in the study and pseudo names or acronyms (SW1, SW2, etc.) will be used instead. Participants were reminded that interviews are only for the collection of data to understand the factors that increase social worker longevity in the child welfare sector.

Participants were provided with consent forms and were made aware that they can end participation at any time. Prior to conducting individual virtual interviews, the study was approved by the Institutional Review Board (IRB-FY2022-164).

### Political Issues

This study was completed in order to inquire about why social workers stay in child welfare. However, it also addressed the reasons social workers quit child welfare service organizations. Since reasons social workers quit were brought up during the interviews, negative feelings about the participant's workplace were brought up. The researcher explained that this study is for informational purposes only. In addition, the findings in this study could potentially reflect negatively on the agency. To address this issue, the researcher planned to allow the gatekeepers to review the findings and provide input on the researcher's interpretation of ideas for framing negative findings.

### The Role of Technology in Engagement

Technology played a significant role in this study. The researcher gathered the necessary literature and information on the organization using her personal computer. Consent forms for the study were created on the researcher's personal computer and delivered to participants by e-mail. Interview dates, times, and locations were set up with participants via email or cell phone. In addition to using her personal cell phone or email to set up interviews, the

researcher made herself available to participants through cell phone calls or through text messages should questions about the study arise. Interviews were recorded using the researcher's personal laptop to ensure accuracy of the data collected, which also aided in transcribing the interview data correctly.

### Summary

In this chapter, information was provided about the selected study site, a CWS agency in Southern California. The researcher explained that she is working for the CWS agency and how the gatekeepers (SSSP and CWSM) at the study site were informed of the study and expressed their support for the researcher. How the researcher self-prepared for the study was discussed. This chapter described diversity, ethical, and political issues that could potentially arise while conducting the study or after the conclusion of the study. Finally, this chapter explained the role technology will play during the engagement process was provided.

## CHAPTER THREE

### IMPLEMENTATION

#### Introduction

Chapter three discusses the elements of the implementation stage of this study. It includes the characteristics of participants and the strategy used for their selection. The chapter describes the methods used for data collection. It provides the phases the researcher will follow when interviewing participants. It also informs readers how the data was recorded and analyzed throughout the study. Finally, the chapter provides the termination and follow-up process used in the study.

#### Study Participants

Participants of the study were social workers who previously were or currently are employed by the Southern California child welfare agency. The participant's gender, age, and length of employment with the agency varied, as well as the participant's level of education. Some participants only have a Bachelor's degree, while others have a Master's degree. This can show how a participant's education does or does not influence longevity in the agency. In addition, the researcher hopes that participants will have different ethno-racial backgrounds to see if such differences impact one's longevity as a child welfare social worker. The researcher selected current and past employees of the child



welfare agency in order to understand factors that influence or could potential increase longevity as a social worker in the specific agency. Since the study consisted of past social worker employees, the researcher selected two regional offices within the Southern California county for selection of past and present employees, to encourage more diverse finding.

### Selection of Participants

Stratified purposeful sampling was used to select participants. Participants were divided into strata based on the length of time employed with Child Welfare Services. In addition, participants were grouped by ranking (i.e. SWII or SSP), which could reflect the differences in education. Participants were selected from each stratum based on recommendations from the SSSP and CWSM. Participants either work at the selected child welfare agency or previously had worked for the selected child welfare agency. There were 10 participants. The researcher selected participants who had different lengths of employment with the child welfare agency, ranging from new social workers (one to three years employed) to seasoned social workers (five or more years employed). This provided the researcher with a range of experiences participants have had, the participant's expectations of remaining employed as a child welfare social worker, reasons why social workers stay with the agency, what they like or dislike about working for the agency, and changes that could be made to retain employees.

## Data Gathering

Individual virtual interviews were the primary source of data collection for this study. The researcher prepared interview questions based on literature review findings and tailored the questions towards the specific child welfare agency. Open-ended interview questions were structured in a specific order and asked during interviews. These open-ended questions, such as “What do you like most about being a social worker at a CWS agency in Southern California?” allowed participants to expand on their answers and provide the researcher with the opportunity to ask probing questions for clarification or specifics. Throw-away questions, such as “What is the best vacation you ever had and why?” were also included. Using such questions helped build rapport and make the interviewee feel more comfortable during the interview process.

## Phases of Data Collection

Data collection consisted of a single phase of individual interviews held virtually. The interview process and purpose of the study was explained to participants and the researcher answered any questions regarding the study. The researcher provided participants with a standardized consent form that outlined the confidentiality and privacy of the study and the researcher obtained written consent. Once consent forms were completed, the researcher provided

participants of the study with the interview questions via e-mail for participants to be prepared for the interview. Along with interview questions, the possible dates and times for the interview were provided to participants. The participants were informed they could review the study once the study concludes.

Even though the questions were asked in a specific order, as the interviews progressed additional questions were asked to collect an efficient amount of data, using a semi-structured approach to the interviews. Arrangements were made for interviews to be held virtually. In the beginning of the interview, the researcher asked light throw-away questions and eased into more relevant questions. Relevant questions were the essential questions for the interviews, such as “What makes you stay employed with the child welfare agency?” The researcher ended the study with the question, “What do you see as potential benefits in retaining social work staff?” after essential questions were asked to show the importance of retaining social worker staff at Child Welfare Services. The researcher thanked the participants for their participation and reminded them that they can contact the researcher anytime through email if any questions about the study should arise.

## Data Recording

Interviews were recorded with the researcher's personal laptop to ensure the accuracy of data collected. Consent was obtained from the participants prior to interviews to allow for the use of the researcher's personal device to record the virtual interviews. If a participant did not consent to recording of the interview, consent was obtained for the researcher to take handwritten notes. If consent was given to record during the interview, the researcher noted specific areas to focus on to use when analyzing the recordings and to recollect any non-verbal observations of participants. The researcher attempted to create a welcome and open atmosphere for the comfort of the participant. The researcher attempted to eliminate any discomfort with recording participants had by opening interviews with throw-away questions, creating a relaxed environment. All participants were paired with a pseudonym (SW1, SW2, etc.). The researcher began recordings announcing the pseudonym to accurately record which participant was being recorded. The recorded interviews and/or handwritten notes were analyzed by transcribing recordings and notes into a word document on the researcher's personal laptop. A journal was used separately to log the perceptions of the researcher.

## Data Analysis

Data collected from this study was analyzed by finding word patterns and grouping like phrases, using a bottom-up approach. After the interviews were

complete, the researcher transcribed and analyzed the collected data. The researcher looked for similar patterns in the data collected by all participants and grouped common themes of interest. The researcher then highlighted important patterns, key words, and phrases. The researcher identified patterns and key phrases in the open coding process. Axial coding was then used to connect the key words or phrases to a specific theme. Once axial coding was complete, the researcher used selective coding to create a theoretical statement. The researcher then analyzed if the new theory was consistent with the interpretations from the interviews. Since the data was gathered from the experiences and opinions of social workers, this method of analyzing data appeared to be the most appropriate.

### Termination and Follow Up

Participants were thanked for their participation throughout the study and at the conclusion of interviews. The researcher asked participants if they had any questions about the study and advised participants that if they have any questions or feedback after finalization of the study, the researcher can be reached by email or telephone.

### Summary

Chapter three discussed study participants. It also explained how the participants, social workers who have or currently work for the child welfare agency, were selected. The chapter explained the method of gathering data, including interviews. In addition, the chapter discussed the procedures of collecting the data. It discussed the researcher's method of recording the data collected from interviews. The chapter described the method of analyzing the data with the open coding process. Lastly, this chapter described the researcher's plan for termination when the study concludes.

## CHAPTER FOUR

### EVALUATION

#### Introduction

This chapter focuses on the evaluation of the study. This chapter explains the analysis of collected data. In addition, it discusses the interpretation of data and the findings of the data. In conclusion, implication of findings for Micro and/or Macro practice will be discussed.

#### Data Analysis

The study consisted a total of ten participants. All participants work or had previously worked for Child Welfare Services. Each participate completed a demographic questionnaire, which consisted of age, gender identity, race, spoken language, level of education, and length of employment with Child Welfare Service agency. Participants of this study were all females who identified as female. Age of participants ranged from the 25-34 age range to the 65-74 age range, with most participants ranging from 45 to 64 years of age. A total of five participants were Caucasian, four were Hispanic/Latino, and one was Caucasian and Latino. Seven participants selected English as their spoken language, while three chose Spanish as their spoken language and reported being bilingual in both English and Spanish. One participant has been employed with Child Welfare services for less than a year, four have been employed between six to

ten years, and five have been employed for 10 or more years. Two of the participants hold a bachelor's degree, while eight hold a master's degree.

**TABLE 1:**  
Demographic Characteristics of Study Sample (N=10)

	n (%)
<b>Age</b>	
18-24	
25-34	1 (10%)
34-44	1(10%)
45-54	3 (30%)
55-64	4 (40%)
65-74	1 (10%)
75 or older	
<b>Gender</b>	
Woman	10 (100%)
Man	
Transgender Woman	
Transgender Man	
Other	
<b>Race/Ethnicity</b>	
African-American	
Caucasian	5 (50%)
Latino (any race)	4 (40%)
Asian/Pacific Islander	
Native American	
Other: Caucasian & Latino	1 (10%)
<b>Language</b>	
English	7 (70%)
Spanish	
Other (Bilingual-English & Spanish)	3 (30%)
<b>Years of Employment</b>	
<1	1 (10%)
1-2	



3-5	
6-10	4 (40%)
10 or more	5 (50%)
Education	
Less than High School Graduate	
High School Graduate	
Some college, no degree	
Trade School	
Associate's Degree	
Bachelor's Degree	2 (20%)
Master's Degree	8 (80%)
Doctorate Degree	

Common themes were found among the responses from participants throughout the interviews when reviewing transcriptions. These themes were used to develop codes. The following five codes were developed from the interview analysis: the benefits of retaining social work staff, benefits of being a Child Welfare social worker, reasons social workers gained employment with CWS, identified barriers that prevent social worker retention in CWS, and the changes that are needed to retain social work staff. Table 2 shows the developed themes. Following Table 2 are quotes that support the common themes that were developed from the analysis of the interviews.

**TABLE 2:** Factors that Influence Social Worker Longevity in Child Welfare Services

<b><u>Theme</u></b>	<b><u>Description</u></b>
<b>Retention Benefits</b> Quality care Better service to families and children Increased productivity	This theme describes the importance of retaining social workers and how retention benefits the children and families.
<b>Benefits of being a Social Worker</b> Working with children and families Flexibility of schedule Challenges of the job Constant learning Rewarding	This theme describes the benefits of being a Child Welfare Services social worker.
<b>Employment Reasons</b> Employment It was a job Only opening/opportunity Advocate and help children	These theme describes the reasons that brought social workers to work for Child Welfare Services.
<b>Identified Barriers</b> High caseloads Unrealistic expectations Time management Lack of support	This theme describes the barriers that hinder social worker longevity in Child Welfare Services.
<b>Needed Changes</b> Guidance and Support Coworkers Supervision Managers Fewer caseloads Training changes Hiring more staff Being appreciated	This theme describes the changes needed in order to promote social worker retention in Child Welfare Services.

Data Interpretation

## Retention Benefits

All participants were able to identify the benefits that comes with retaining staff, not only for social workers, but for Child Welfare Services as a whole. The benefits identified were providing quality care, better service to families and children, and an increased productivity. Since Child Welfare Services is known for having a high turnover rate, retaining existing and new staff is important for ensuring a consistent work flow and providing quality care for children and families.

One participant described the disruption and cost of high turnover rates and said retention, “Lowers cases can help social workers provide individualized quality care and makes the job less overwhelming” (Interview SSP #2, 2022).

Another participant discussed one of the benefits of retaining social work staff was, “Having a good group of social workers become excellent because of the knowledge gained with years of experience. Less turnover means less hiring practices, which are very complex” (Interview SSP #1, 2022).

Another participant stated how important continuity is so the family does not have multiple social workers stating, “Having staff and continuity so families don’t have six different social workers. The department would function more effectively, and social workers wouldn’t be stressed out so much if there were lower caseloads and more time to devote to our families and children” (Interview SSP#7).

All participants were consistent in opinions that retention benefits the children and families the most. All participants stated the Department would function more effectively, be more productive, and less children would be hurt if social workers were experienced and had consistent coworker support.

### Benefits of Being a Social Worker

There are many benefits of being a social worker in Child Welfare Services such as, working with children and families, the flexibility of the schedule, the challenges of the job, the constant learning, and it is rewarding. Even though all participants did not agree with some of these five benefits, other participants had and would not promote working for Child Welfare Services at all. However, these were the consistent five benefits from the majority of participants agreed upon.

Seven out of the ten participants reported to have satisfaction as a social worker when they feel they are making a difference or working with children and families.

One participant (Interview SSP#1, 2022) stated,

"The first time removing a kid from a family where that kid was being tortured. It's that first experience witnessing a child being adopted into their forever home. I really did get to save kids on a daily basis, and that feels pretty darn good."

The flexibility of the job is another benefit that participants described as a benefit of being a social worker. One participant stated they liked the "flexibility of

the schedule and not feel stuck in one position” and “can promote within or move to a different department.” (Interview SSP#8, 2022). One participant stated social workers “Get a lot of holidays, are able to work overtime or come in on Saturdays if needed,” which is one of the perks of being a social worker (Interview SSP#8, 2022).

The challenges and variety of the job was described as a benefit of being a social worker. One participant stated the job “It’s intellectually challenging and you get the chance to make a difference in people’s lives” (Interview SSP#10, 2022).

The constant learning, whether in office or by obtaining higher education was considered a benefit of being a social worker. One participant stated, “You never stop learning. The county allows for schooling which helped me grow in my career and give different perspectives for working with families” (SSP#9, 2022).

Most of the participants described the work they do as either “rewarding” or fulfilling.”

### Employment Reasons

There were only two reasons why participants sought employment with the CWS agency in Southern California or stayed in their position for as long as they did. One reason was to gain employment for financial reasons, while four out of the ten participants reported that the job was the only opportunity in the area or the only job they could get. Three out of the ten participants reported to sought or stayed employed due to the desire to help children.

One participant stated, “I wanted to be a helper. Doors were opened and I had an interest in children. My live experiences would help me help other people. I felt I was called to help others and give back” (Interview SSP#4, 2022). Another participant stated, “I was always interesting in social work with people and helping others. I love children and want to contribute to society” (Interview SSP#2, 2022).

Two participants reported financial reasons were the reasons they sought employment with Child Welfare Services. One participant stated, “I wanted a retirement plan” (Interview SSP#1, 2022). Another participant stated, “I worked in the same building with similar clients and wanted to travel and get out of the office. The pay was a bit more too” (Interview SSP#10, 2022).

### Identified Barriers

Barriers in this study are factors that are perceived to hinder social work retention or longevity as social workers in Child Welfare Services. During interviews, the identified barriers in retaining social work staff in Child Welfare Services were as follows: High caseloads, unrealistic expectations, time management, and lack of support.

High caseloads due to lack of staff was noted by all participants to have a negative impact on the productivity of social work duties. With consistently high turnover rates and the required six months of training for new hires, existing staff are left with the burden of carrying higher caseloads. One participant described how lack of staff affected other staff in the office by stating, “When the

department is understaffed and despite how much you prioritize, you can't finish the job or feel like you're doing a good job. For me, I didn't feel like I was doing as good of a job as I wanted to, not through my fault, but through the lack of people in the department" (Interview SSP#10).

Another participant stated, "The demand, constraints, timeline for court reports or contact notes, high caseloads and being understaffed," is a barrier to keeping social work staff and has made the participant think about leaving. In addition to high caseloads, this participant stated that such high caseloads creates burnout (Interview SSP#2, 2022).

All participants described how Child Welfare Services places unrealistic expectations on their social workers. The unrealistic expectations ranged from liability, time management, and high demands. One participant stated, "Legal liability is places on the social worker, even when manages make the ultimate decisions." In addition, "They focus on one thing you did wrong, not the thousands you did right" (Interview, SSP#2, 2022). The participant reported making recommendations for cases that were changed by supervisors or management and being held liable for the decisions others have made. One social worker described feeling betrayed by the system and that the system was unethical in their actions.

All of the participants stated there is an endless amount of paperwork, that could either be condensed or streamlined, to assist social workers by having more time to focus on the high caseloads, rather than paperwork.

Not only was it reported that CWS has unrealistic expectations as far as time constraints, timeline for court reports or contact notes, and high caseloads, but it was reported by all participants that these expectations affect their life/work balance.

Another participant stated, “Workload and inability to have work-life balance” is a problem and contributes to time management issues. “If somebody has a family at home or children, you’re telling them sorry you can’t go home to your own kid tonight. Then you have to stay here until midnight or 6:00 a.m., go home and get some sleep and come back because your report is due. People can find different job with ability to leave every day at six o’clock, even if less money, it’s more appealing. Other counties offering higher pay. They have unrealistic expectations” (Interview SSP#5, 2022).

Lack of support was an identified barrier to social work retention that all participants of the study agreed upon. Lack of support was explained in different ways. Each participants had a different definition of the meaning of lack of support. Lack of support ranged from lack of support from Supervisors, support staff, or even coworkers.

One retired participated reported thinking about leaving every day. This participant stated “We had so much fun in the beginning and then it just went downhill. Now it feels like there is no support, not enough staff, and the training is a waste of time that does not prepare incoming social workers for the field” (Interview SSP#6, 2022).



SSP#9 reported there is a “Disconnection from relationships” in the organization. That “There is no one helping new workers navigate job and be supported. Being allowed an ample amount of time off and taking care of yourself is important in this job. Supervisors or management needs to be sensitive to social worker’s emotional needs due to secondary trauma (Interview SSP#9, 2022).

One participant reported lack of support was when it became personal for her, “When my family of origin had lack of respect and there was neglect, it felt similar in the office and that hit hard. Other workers stress and they snap at you. Noticing physical signs, I consulted with doctor, and decided it was healthier to leave” (Interview SSP#10, 2022).

### Needed Changes

When asked what the needed changes were to retain social work staff in Child Welfare Services, common themes were found and were coded as: Guidance and Support from coworkers, supervision, and management, fewer caseloads, changes in training, hiring more staff, and being appreciated in the workplace.

SSP#3 reported good supervisors are, “Active in the learning process, they are willing to accept overtime needs, and are caring and knowledgeable supervisors.

SSP#4 stated guidance and support is seen with “Supervision that is clear, concise, and consistent. Participant SSP#4 stated there needs to be “less meetings” as they are a “waste of time that basically consist of “patting the higher-ups patting each other on the backs, when you’re out there killing yourself.” Another suggestion from SSP#4 would be “Grandfathering in positions when there are big changes. That the County or department heads could be more accommodating during these big changes.”

SSP#8 described guidance and support as supervisors willing to “Communicate more with employees, get more input from people on front lines and be proactive when employees are stating their needs. Not just listen, do something about it.” SSP#10 suggested Child Welfare Services to “Allow more part-time workers. Let social workers who want overtime have overtime.

Having fewer caseloads was a needed change reported by all participants of the study. However, the only remedies provided by participants were hiring more staff and reducing caseloads.

There was a reported need for changes in the way Child Welfare Services train new employees. SSP#3 stated, “I believe, higher management, deputy directors need to be educated and you know what? I'll say this, supervisors need to go out and do work as well so that they can see what we go through. Pay the people right, train people (hands on training, not just classes). SSP#7 stated

there needs to be “More efficient procedures and consistency across the whole department.”

All participants of the study reported the need to hire more staff. SSP#5 suggested lowering caseloads and hiring more staff by “Being competitive to neighboring county pay scales.” SSP#8 stated, “Hire and train in the local area. Hold quick hire events so people stay.” SSP#10 suggested CWS to “Lobby Sacramento to have more staff or temporary staff. Go for help outside of the department if you can’t do it and have been unsuccessful and allow more part-time workers.”

The desire to feel appreciated in the workplace is a common theme that developed during this study. SSP#4 reported the desire of “Being appreciated as a worker and human being, not a machine or robot” and wanting to be “Treated better and be valued” as an employee. SSP#6 stated CWS can show appreciation by providing employees with “More little benefits like cell phone, bottled water, staff appreciation days where we don’t have to pay or provide everything.” SSP#9 suggested CWS “Invest in people and develop connections” with their employees and “Help new workers navigate job and be supportive” throughout the process.

#### Implication of Findings for Micro and/or Macro Practice

Participants identified multiple factors that could increase social worker longevity in Child Welfare Service agencies. This study showed the positive

effects of retaining social work staff. In the study, it showed that retaining social work staff not only contributes to the organization, but to the families it serves. The study showed by retaining staff, it could produce more qualified staff who gain experience that comes with longer employment. The study also provided insight into the benefits retention and longevity has on the care provided to clients and their families. Having proper staffing and seasoned workers allows social workers to invest the time needed to provide quality case management and services that families need. With longevity, social workers are able to provide support and guidance to fellow coworkers, whether in regards to social workers that have been at the organization for years or are new hires.

### Summary

This chapter focused on the evaluation of the data that was collected in individual interviews held with participants. The study provided an analysis and interpretation of data and the common themes found during data collection. Common themes and interviewee's statements were discussed in this chapter. The chapter concluded by discussing the implications of findings on micro and macro social work practice.

## CHAPTER FIVE

### TERMINATION AND FOLLOW UP

#### Introduction

This chapter explains how the study was terminated. The chapter describes how findings were communicated to participants. The plans were also discussed for continuing the relationships with the study site and study participants. The chapter will conclude with the dissemination plan for the study findings.

#### Termination of Study

Termination with study participants was done at the end of each individual interview. Participants were thanked for participating in the study. In addition, participants were asked if they had any questions or additional information they wish to add to the study. The debriefing statement was sent to participants upon conclusion of the study. In the debriefing statement clients were provided with the link to the University Scholar Works website for California State University, San Bernardino.

#### Communication of Findings to Study Site and Study Participants

The final research project will be e-mailed to the participants who have indicated their interest in knowing the outcome of the study. Participants will also

be made aware they can access the study through the university scholar works website.

### Ongoing Relationship with Study Participants

Due to the nature of the pre-existing relationship between most interviewees and the researcher, there will continue to be a relationship between them. Future engagement will not be in the same vein and will not be for research purposes.

### Dissemination Plan

The study will be disseminated at the School of Social Work Research Symposium at the end of the academic year and will be published at the university scholar works website. The researcher created a poster that contained research findings. For specific questions regarding this study, participants will be directed to view the research paper via ScholarWorks and/or contact the Primary Investigator of the study.

### Summary

The purpose of this study was to identify factors that influence social worker longevity in Child Welfare Services. This chapter described the process of the study's termination with participants. The chapter described how findings were communicated to participants. In addition, this chapter describes the

ongoing relationships between participants and the researcher. The chapter concludes with the dissemination plan for the study findings.

APPENDIX A  
IRB APPROVAL



**IRB #:** IRB-FY2022-164

**Title:** Factors that Increase Social Worker Longevity in Child Welfare Services

**Creation Date:** 1-5-2022

**End Date:**

**Status:** Approved

**Principal Investigator:** Brooklyn Sapozhnikov

**Review Board:** Main IRB Designated Reviewers for School of Social Work

**Sponsor:**

### Study History

Submission Type	Initial	Review Type	Exempt	Decision	Exempt
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### Key Study Contacts

<b>Member</b>	Heather Lovejoy	<b>Role</b>	Co-Principal Investigator	<b>Contact</b>	006207730@coyote.csusb.edu
<b>Member</b>	Brooklyn Sapozhnikov	<b>Role</b>	Principal Investigator	<b>Contact</b>	brooklyn.sapozhnikov@csusb.edu
<b>Member</b>	Heather Lovejoy	<b>Role</b>	Primary Contact	<b>Contact</b>	006207730@coyote.csusb.edu

APPENDIX B  
INFORMED CONSENT

**SOCIAL-WORKER-INFORMED-CONSENT¶**

**Project-Title: Factors that Increase Social-Worker Longevity in Child-Welfare Services¶**

The study in which you are being asked to participate is designed to investigate factors that contribute to the longevity of social workers in Child-Welfare Services. This study is being conducted by Heather Lovejoy under the supervision of Dr. Brooklyn Sapozhnikov-Levine a Professor in the School of Social Work, California State University, San Bernardino. This study has been approved by the Institutional Review Board, California State University, San Bernardino.¶

**PURPOSE:** The purpose of this research is to examine the reasons why social workers continue to work in Child-Welfare Services for different lengths of time. Knowing the reasons why social workers stay or do not stay in Child-Welfare Services can help retain current or future social workers. This will help provide the best services to the children and families that are in the Child-Welfare System.¶

**DESCRIPTION:** Social worker participants will be asked questions in individual interviews. Questions will be about their experiences working in Child-Welfare Services and the reasons they stay in Child-Welfare Services.¶

**PARTICIPATION:** Your participation in this study is completely voluntary. You do not have to answer any questions and can skip questions you do not wish to answer. You can freely withdraw from participation at any time for any reason, even if you have signed this informed consent.¶

**CONFIDENTIAL:** Your participation and responses will remain confidential. Collected data will be stored in a locked phone or file cabinet and destroyed once the research is complete.¶

**DURATION:** The individual interviews will take approximately 30 to 45 minutes. Individual interviews may take less than 30 minutes. However, individual interviews will not exceed 45 minutes.¶

**RISKS:** There are minimal foreseeable discomforts to participants in this study. Negative feelings about participant's workplace may arise during interviews.¶

**BENEFITS:** There are no direct benefits to the participants. However, the findings from this study have the potential to contribute to general knowledge about child welfare worker longevity.¶

**VIDEO/AUDIO/PHOTOGRAPH:** The research will be audio recorded.¶

Place X mark here if you consent to being recorded \_\_\_\_¶

**CONTACT:** If you have any questions about this study, please feel free to contact Dr. Brooklyn Sapozhnikov-Levine, a Professor in the School of Social Work by email at [Brooklyn.Sapozhnikov@csusb.edu](mailto:Brooklyn.Sapozhnikov@csusb.edu).¶

**RESULTS:** Results of this study will be published at the university scholar works (<https://scholarworks.lib.csusb.edu>) website at California State University, San Bernardino. Participants can get results by emailing the researcher at [006207730@coyote.csusb.edu](mailto:006207730@coyote.csusb.edu) or Dr. Brooklyn Sapozhnikov-Levine at [Brooklyn.Sapozhnikov@csusb.edu](mailto:Brooklyn.Sapozhnikov@csusb.edu).¶



APPENDIX C  
DEMOGRAPHIC QUESTIONS

## Demographic Questions

### Age:

- 18-24 years old
- 25-34 years old
- 35-44 years old
- 45-54 years old
- 55-64 years old
- 65-74 years old
- 75 years or older

### Gender Identity:

- Woman
- Man
- Transgender Woman
- Transgender Man
- Other: \_\_\_\_\_

### Race/Ethnicity:

- Caucasian
- Latino (any race)
- African American
- Native American
- Asian or Pacific Islander
- Other: \_\_\_\_\_

### Language Spoken:

- English
- Spanish
- Other: \_\_\_\_\_

### Highest Level of Education:

- Less than High School graduate
- High School Graduate
- Some college, no degree
- Trade school
- Associate's Degree
- Bachelor's Degree
- Master's Degree

\_\_\_ Doctorate Degree

**How long have you been or were you employed with the CWS agency in Southern California:**

- \_\_\_ Less than 1 year
- \_\_\_ 1 to 2 years
- \_\_\_ 2 to 5 years
- \_\_\_ 6 to 10 years
- \_\_\_ 10 or more years

APPENDIX D  
INTERVIEW QUESTIONS



### **Research Interview Questions**

1. What is the best vacation you ever had and why?
2. What are the reasons that brought you to work for the CWS agency in Southern California?
3. What are a few of the reasons you stay employed or stayed employed with the CWS agency in Southern California for as long as you have/did?
4. What are some things you could say that would promote working for a CWS agency in Southern California to future job seekers?
5. Have you ever thought about leaving or have left a CWS agency in Southern California and why?
6. What are some ways the County can change to help retain social workers at a CWS agency in Southern California?
7. What are some barriers that you see in retaining social work staff?
8. Do you see any way to overcome such barriers?
9. What do you like most about being a social worker at a CWS agency in Southern California?
10. What do you like least about being a social worker at a CWS agency in Southern California?
11. What do you see as potential benefits in retaining social work staff?

APPENDIX E  
DEBRIEFING STATEMENT

**DEBRIEFING STATEMENT**

The study you have just completed was designed to gain a better understanding of the factors that increase social worker longevity in Child Welfare Services. The study is interested in learning why social workers stay or leave Child Welfare Services. It focuses on factors that might improve social worker longevity. There was no deception involved in this study.

Thank you for your participation. If you have any questions about this study, please feel free to contact Dr. Brooklyn Sapozhnikov-Levine, a Professor in the School of Social Work by email at [Brooklyn.Sapozhnikov@csusb.edu](mailto:Brooklyn.Sapozhnikov@csusb.edu). Results of this study will be published at the university scholar works (<https://scholarworks.lib.csusb.edu>) website at California State University, San Bernardino.

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