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Technical Report

VOICE: Victim Services Occupation, Information, and Compensation Experiences Survey

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Executive Summary

A challenging work environment can put Intimate Partner Violence (IPV) and sexual assault professionals at high risk for occupational stress and turnover. Several factors help protect against different forms of occupational stress, such as burnout and secondary traumatic stress, and help promote resiliency and job satisfaction. The **V**ictim services **O**ccupation, **I**nformation, and **C**ompensation **E**xperiences **S**urvey, or *VOICE* survey project, grew from concerns shared among Texas state victim service funders, providers, coalitions, and researchers about workforce wellness and compensation. This report details a cross-sectional survey conducted with Texas-based victim service professionals in IPV and sexual assault services about their occupational experiences. A collaborative working group, formed of state coalitions and researchers, conducted this study with the generous support of the Office of the Governor, Criminal Justice Division (CJD). The aim of the project was to identify areas to support individuals and organizations to enhanced occupational wellness, reduce stress, and develop guidance on strategies to reduce turnover. The survey assessed organizations' position-level, individual, and organizational factors that contribute to staff intention to turnover, job satisfaction, burnout, secondary traumatic stress, and resiliency.

The survey covered additional topics associated with turnover intention, job satisfaction, burnout, secondary traumatic stress, and resiliency. These included compensation, compassion satisfaction, perception of workplace climate, match in work areas, attachment to agency mission, personal experiences, and demographics. The voluntary and anonymous survey was administered online over a period of 5 weeks through the Qualtrics platform. The survey was distributed via coalition listservs, IPV and sexual assault agencies, and social media. A total of 530 eligible participants completed the survey.

Descriptive, bivariate, and multivariate statistical analysis were conducted with survey results. Over 92% of the sample identified as female; 54.2% as White and 30% as Latina. The average age of participants was 40.4. The average time in the IPV and sexual assault field was 8 years. The average salary for a full-time worker was $42,100. The most commonly endorsed role from participants was advocate (38.4%), followed by counselor (17%). The majority (66%) of participants came from dual IPV and sexual assault focused agencies. For comparison, past research from national samples suggests that the average advocate is white, female, between the ages of 22 and 55, with a college degree (Babin et al., 2012; Baird & Jenkins, 2003; Bemiller & Williams, 2011; Dworkin et al., 2016; Slattery & Goodman, 2009). Nationally, the average annual income ranges from $20,000 and $50,000 dollars. (Babin et al., 2012; Baird & Jenkins, 2003; Bemiller & Williams, 2011; Dworkin et al., 2016; Lehrner & Allen, 2009; Slattery & Goodman, 2009).

Organizational, position-level, and individual variables were explored through statistical regression modeling to see what factors are associated with turnover intention, job satisfaction,

burnout, secondary traumatic stress, and resiliency among IPV and sexual assault professionals. Identifying as African-American, higher burnout scores, and lower satisfaction with supervision were factors associated with higher turnover intention. Conversely, lower turnover intention was associated with high salaries. Higher job satisfaction rates were associated with higher compassion satisfaction, use of coping skills, and increased sense of community and control at work. Lower satisfaction with paid and unpaid leave benefits were associated with decreased job satisfaction. Lower rates of secondary traumatic stress were predictive of higher job satisfaction.

Survey results also highlighted important findings about occupational stress. Higher levels of burnout were associated with having experienced traumatic events in the last 12 months, lower scores on a resiliency measure, lower use of coping skills, supervising others, and having elevated mismatch with workload. Lower rates of burnout were associated with higher age, Latina ethnicity, working at a dual-focus agency, and increased workload match. Higher scores on secondary traumatic stress were associated with younger age, spending more than 41% of time providing direct service to survivors, witnessing or experiencing microaggressions at work, having lower resiliency scores, childhood trauma experiences, and mismatch with workload. Higher resiliency scores were associated with being in a relationship, increased age, greater use of coping skills, increased control at work, and greater match with value at work.

The VOICE survey findings identify many factors that affect job satisfaction for IPV and sexual assault professionals in Texas. Several recommendations emerged from these findings. Recommendations to improve organizational factors affecting turnover intention, job satisfaction, burnout, secondary traumatic stress, and resiliency include:

- improved compensation, benefits, and leave policies,
- fostering community among staff,
- focusing on organizational climate by increasing dialogue and anti-oppression efforts,
- promoting fairness and shared values, and
- an overall increase in communication and transparency.

- At the position level, recommendations to improve workplace satisfaction include:
- providing particular support for direct service roles,
- supporting and fostering effective supervision structures,
- giving time and support for employee coping and wellness strategies, and
- balancing workloads in the position design.

For individuals, encouraging individual self-care activities, creating support systems, and on-the-job training is recommended. These findings indicate a need for further research to understand potential intervention and strategies to reduce workplace stress. Qualitative follow-up is needed to understand more about organizational culture and environment. IPV and sexual assault professionals are a dedicated and skilled workforce providing advocacy and assistance to

vulnerable populations. Occupational wellness is paramount to the quality of their work with survivors, perpetrators, and child witnesses, and to sustaining the movement to end interpersonal violence.

Introduction

Intimate partner violence (IPV) and sexual assault greatly affect Texans. Two in five women in Texas have experienced sexual assault and the one in three adult Texans have experienced IPV in their lifetimes (Busch-Armendariz, Olaya-Rodriguez, Kammer-Kerwick, Wachter, & Sulley, 2015; Busch-Armendariz, Cook Heffron, & Bohman, 2011). IPV shelters, non-residential centers, and sexual assault crisis centers are staffed by victim service advocates who provide a variety of supportive services to survivors of violence and their children. This potentially challenging work environment can put IPV and sexual assault professionals at high risk for occupational stress, in part due to their exposure to crisis situations and trauma. A small body of empirical literature has examined the occupational experiences and wellbeing of victim service professionals in IPV and sexual assault-focused agencies (see Babin, Palazzolo & Rivera, 2012; Baird & Jenkins, 2003; Bemiller & Williams, 2011; Dworkin, Sorell, & Allen, 2016; Kulkarni, Bell, Hartmann & Herman-Smith 2013; Slattery & Goodman, 2009; TCFV, 2016), revealing findings about this group of workers' compensation, occupational stress, working conditions, and potential secondary trauma. Past research has indicated high levels of secondary traumatic stress (STS) and post traumatic stress disorder (PTSD) symptoms in this population (Slattery & Goodman, 2009). However, compensation for non-profit work, and IPV work can be low (TCFV, 2014; U.S. Bureau of Labor, 2006). More information is needed to understand the occupational experiences of Texas-based IPV and sexual assault professionals, including the relationship of compensation to turnover, job satisfaction, and occupational stress experiences.

The impetus for the **V**ictim services **O**ccupation, **I**nformation, and **C**ompensation **E**xperiences **S**urvey, or the *VOICE* survey project grew from concerns about stress and a desire to support the workforce. These concerns were shared among Texas state victim service funders, providers, coalitions, and researchers. An annual meeting of Texas victim service providers revealed shared concerns around compensation, retention, occupational stress, and experiences, and reinforced the critical need for a stable and well-trained workforce. The project was thus conceived to gather information about workforce experiences, compensation, and assess potential occupational stress among IPV and sexual assault professionals in Texas agencies. The aim of the project was to identify areas to support individuals and organizations to enhance occupational wellness, reduce stress, and develop guidance for strategies to reduce turnover.

Occupational Stress and IPV and Sexual Assault Professionals

IPV and sexual assault professionals are individuals who work *for* and *on behalf of* survivors, perpetrators, and child witnesses. The main providers of these services are sexual assault or rape crisis centers, and IPV or family violence organizations, which provide both non-residential services and temporary shelter, and in many cases, supportive or transitional housing (Allen, Bybee & Sullivan, 2004). These organizations are staffed by victim service providers, or advocates, who provide a variety of supportive services. The most common direct service

position in an IPV and sexual assault agency is victim or survivor advocate, also called a case manager in some settings. Past research from national samples suggests that the average IPV and sexual assault advocate is a white female between the ages of 22 and 55, with a college degree (Babin et al., 2012; Baird & Jenkins, 2003; Bemiller & Williams, 2011; Dworkin et al., 2016; Slattery & Goodman, 2009). Nationally, the average annual income for advocates is between $20,000 and $50,000 dollars. The mean tenure ranges from 5 to 13 years among full-time workers (Babin et al., 2012; Baird & Jenkins, 2003; Bemiller & Williams, 2011; Dworkin et al., 2016; Lehrner & Allen, 2009; Slattery & Goodman, 2009).

The content of IPV and sexual assault work is stressful and the workforce is at risk for occupational stress and negative experiences (Babin et al, 2012; Ullman & Townsend, 2007). IPV and sexual assault professionals have been highlighted as some of the most at-risk groups for occupational stress such as burnout, secondary traumatic stress, and compassion fatigue (Baird & Jenkins, 2003; Bride, 2007; Busch-Armendariz, Kalergis, & Garza, 2010; Slattery & Goodman, 2009; Wies, 2008). Stress leads to turnover, which decreases positive client outcomes (Barak, Nissly, & Levin, 2001). Non-profit workers comprise nearly 12% of private sector workers in the United States (U.S. Bureau of Labor Statistics, 2016). In Texas, the mean hourly wage for social service positions is $23.21 or an annual salary of $48,280 as compared to a national average of $22.69 an hour, or an annual salary of $47,200 (U.S. Bureau of Labor Statistics, 2016). The average salary for an IPV advocate in Texas is $30,178 (TCFV, 2016). Almost 15% of domestic violence programs provide no insurance benefits to their employees (TCFV, 2016). Low compensation and lack of access to competitive benefits can hinder the ability to maintain a quality workforce.

Constructs Related to Occupational Stress and Workplace Experiences

A review of literature and conversations with stakeholders helped shaped the VOICE survey. These reviews highlighted several key constructs that were central to the research questions. These constructs include job satisfaction and turnover intention, and the occupational stress experiences of burnout and secondary traumatic stress. The survey also explored resiliency as it related to occupational experiences. These concepts are listed and defined below.

Workplace Experience Variables

Job Satisfaction. Job satisfaction refers to the extent a person is fulfilled by their occupational role. Job autonomy, job variety, supervision, role ambiguity, and role conflict have been associated with employee job satisfaction in social work agencies (Poulin, 1994; Lambert, Cluse-Tolar, Pasupulti, Prior, & Reva, 2012). Job satisfaction has been found to have an impact on commitment to the organization, retention, and thus turnover intention (Lambert et al., 2012). In a study of social workers, lower levels of job satisfaction were related to more intention to turnover (Schweitzer, Chianello, & Kothari, 2013).

Turnover. Turnover is a major challenge for social service agencies, including sexual assault crisis centers and IPV shelters (Merchant & Witing, 2015). Turnover refers to the voluntary or involuntary separation between an agency and employee, and is reported to be higher among those who face occupational stress (Busch-Armendariz et al., 2010; Lambert et al., 2012). The plan to leave an agency or employer, referred to as turnover intention, is predictive of actual turnover (Barak, Nissly, & Levin, 2001). A recent meta-analysis of turnover intention research among public child welfare workers, showed staff attitudes and perceptions (e.g., organizational commitment and job satisfaction) had the strongest effects on turnover intention, while demographic predictors indicated small effects (Kim & Kao, 2014). Turnover can present a significant problem for nonprofit organizations, particularly those in which human resources are a major factor in effective service delivery, and where staff relationships with clients and other staff members are important (Schweitzer, Chianello, & Kothari, 2013; Selden & Sowa, 2015). Turnover increases time and resources put towards training new staff, decreasing organizational ability to effectively serve victims (Barak, Nissly, & Levin, 2001; Schweitzer et al., 2013). Previous research with Texas IPV programs indicated lower salaries were correlated with higher rates of involuntary turnover (TCFV, 2014). This study measures turnover intention.

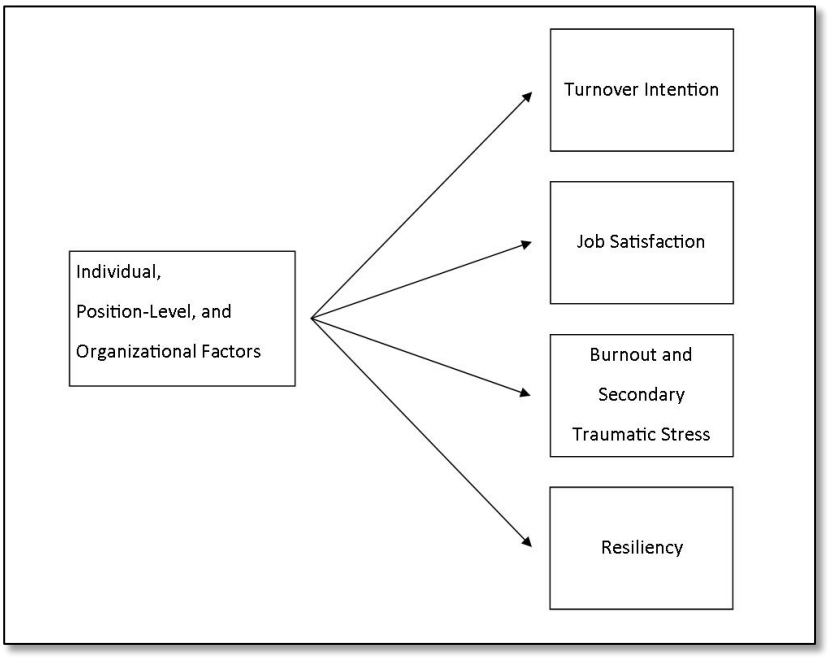
Compassion fatigue. Compassion fatigue is made up of two parts, (1) burnout and (2) secondary traumatic stress (STS). This study explores both constructs. Burnout is described by feelings of hopelessness and difficulties in dealing with or doing one's job effectively. These negative feelings typically increase gradually, and can reflect the sense that one's efforts are futile. Feelings of burnout are often associated with a very high workload or a non-supportive work environment (Stamm, 2005, p. 13). Stamm (2005) describes secondary traumatic stress as, "work-related, secondary exposure to people who have experienced extremely or traumatically stressful events" (p. 13). Secondary traumatic stress may involve difficulties sleeping, intrusive thoughts or images, or avoiding reminders of clients' traumatic experiences (Stamm, 2005, p. 13). IPV and sexual assault professionals have been highlighted as some of the most at-risk groups for burnout and secondary traumatic stress (Baird & Jenkins, 2003; Bride, 2007; Busch-Armendariz, Kalergis, & Garza, 2010; Slattery & Goodman, 2009; Wies, 2008).

Resiliency. Resiliency is the process of adaptation in the face of trauma and stressful life events. It is not a fixed trait, and something that can be developed over time (American Psychological Association, 2017). Recent work has explored the construct of resiliency as it related to occupational stress and self-care (Fink-Samnick, 2009). Professional resilience encompasses personal and professional growth and balance. The core elements or building blocks of professional resilience are self-care, inner strength, values, motivation, self-advocacy, and energy (Fink-Samnick, 2009, p. 331). Further, researchers have conceptualized that part of the positive benefits of IPV and SA work is a construct called vicarious resilience, or resiliency that has been developed further by work with survivors (Frey, Beesley, Abbott & Kendrick, 2016).

Conceptual Framework

A review of existing literature and dialogue with community partners helped shape a conceptual framework for the VOICE survey (See Figure 1 on page 16). Several existing frameworks influenced the conceptualization of this project. The first is the theoretical model of *person within context* related to constructs of burnout (Maslach, Schaufeli, & Leiter, 2014). The *person within context* model posits that there are domains of work life within which people may experience match or mismatch, and mismatch contributes to burnout. The study is also influenced by the related *professional quality of life* model, which includes compassion satisfaction and compassion fatigue (Stamm, 2010*). Professional quality of life* is comprised of the work, client, and person environment that promote positive and negative aspects of helping (Stamm, 2010). Both the *person within context* and *professional quality of life* models are rooted in a *person-in-environment* perspective, which situates individuals, and their behavior, in context of their environment (Kondrat, 2013). Benton's (2016) model of turnover in child welfare work added to the conceptual framework and the concept of interplay between the person, position, and organization in workplace experiences. In this model, staying or leaving a position is related to intrinsic and extrinsic job factors, and worker characteristics, which all contribute to responses to a job. Both job factors and responses can contribute to staying or leaving (Benton, 2016).

Figure 1. VOICE Conceptual Framework



Knowledge about the IPV and sexual assault workforces' attachment to their field and the social movements represented, influenced the study. Bemiller & Williams (2011) conceptualized

advocacy work as “good soldiering,” an ability to calling and service to work, and also an ability to adapt to adverse stations. IPV and sexual assault professionals may be able to adapt because of their mission attachment or orientation to the work of their agencies (Brown & Yoshioka, 2003). Finally, resiliency theory applied to occupational settings informed the VOICE survey. Resiliency theory and related inquiry has grown over the last several decades from seeing resilience as a fixed trait to something that can developed further over time (Grafton, Gillespie, & Henderson, 2010). Workplace environments contribute to, or hinder the ability to, increase innate resiliency (Grafton et al., 2010). Further, the concept of professional resilience has been developed to account for workplace experiences. As IPV and sexual assault work is stressful, with a dedicated workforce who have may have personal trauma experiences, the concept of resiliency was important to explore in the model. The conceptual framework provides guidance on the major constructs explored in the study. In this model, individual, position-level, and organizational factors contribute to turnover intention, job satisfaction, burnout, secondary traumatic stress, and resiliency. Further, these outcomes may contribute to each other.

Methods

The overall goal of the VOICE survey was to learn more about the occupational experiences of IPV and sexual assault professionals in Texas. Rooted in the conceptual framework of individual, position-level, and organizational factors influencing occupational stress and wellness, the VOICE survey aimed to address the overall research question: *What are the main barriers to job satisfaction and retention in the IPV and sexual assault workforce?* More specifically, the study explored:

1) What are perceptions of organizational climate among the IPV and sexual assault workforce?
2) What individual, position-level, and organizational factors predict lower or higher levels of turnover intention?
3) What individual, position-level, and organizational factors predict lower or higher levels of job satisfaction?
4) What individual, position-level, and organizational factors predict lower or higher levels of burnout?
5) What individual, position-level, and organizational factors predict lower or higher levels of secondary traumatic stress?
6) What individual, position-level, and organizational factors predict lower or higher levels of resilience in the IPV and sexual assault workforce?

Community Stakeholders

Two state-wide coalitions played an important role in conceiving and developing the VOICE survey project: The Texas Council on Family Violence (TCFV) and the Texas Association Against Sexual Assault (TAASA). TCFV and TAASA met regularly with the VOICE research team to discuss project goals, survey development, and to review materials. These two coalitions gave input as to the scope of the survey, measurement constructs, and promotion and recruitment. TCFV and TAASA staff pilot tested the survey and gave feedback for additional refinement.

Sample

The study included a purposive sample of IPV and sexual assault professionals in the state of Texas. The initial sample included 788 responses; after cleaning the data for duplicates and incomplete or invalid responses, a sample of 530 responses were retained for analysis. Study eligibility was based on age (18 years and older), current employment in the state of Texas, and professional role (individuals who spend 50% or more of their time at their place of employment working *with* or *on behalf of* survivors of IPV and sexual assault, including those whose current employer identifies IPV and sexual assault as a central focus of its organizational mission. These agency settings included rape crisis centers, IPV shelters and non-residential settings, legal settings (including district attorney and sheriff's offices), college campuses, and medical settings.

Promotion and Recruitment

To sample eligible participants, a broad range of strategies were used to promote and then recruit for the study. Community partners TCFV and TAASA shared promotional information about the study purpose, scope, and the opportunity to participate in and share the survey, at professional conferences and during regularly scheduled meetings with member agencies. A request to distribute the study, along with promotional materials, was sent to executive directors of all Texas-based IPV and sexual assault agencies via a TCFV listserv. The research team promoted the study at a professional state-wide conference using a print flier and during a phone conference with agency regional representatives to explain the purpose of the research project. See Appendix A for sample promotion and recruitment materials.

To recruit participants, a multi-pronged approach was used. Recruitment occurred at the organizational level via leadership personnel, typically the executive director. All Texas based IPV and sexual assault related agencies were invited to participate. In addition, Texas based IPV and sexual assault focused legal advocacy and aid agencies, were invited via the executive director or other key contact. Agencies responded to the request to distribute the study to their staff. In total, 26 agencies confirmed having sent recruitment and reminder email messages to their staff, though more agencies may have sent these materials to their staff. To increase recruitment from underrepresented parts of the state, the research team made follow-up phone calls to agencies in regions with the lowest participation rates to date, and whose office phone numbers were publicly available. The purpose of these phone calls was to ensure they had received information about the study and to answer any questions they may have. In addition to agency level recruitment, TCFV, TAASA, and the VOICE research team sent the survey recruitment emails out to 15 professional listservs, and posted information on social media platforms (Twitter and Facebook) to reach agency staff and people in non-IPV and sexual assault specific settings, such as college campuses and other social service agencies, but who's work may center on IPV and sexual assault.

Gift Card Drawing

Information regarding the incentive drawing was included in promotional, recruitment, and consent materials. Twenty $50.00 Amazon gift cards were issued to randomly selected participants in a drawing. Participants chose to enter this drawing following their completion of the survey. One duplicate entry was removed from the drawing file. Selected winners received an email notifying them that they had won the drawing and requesting that they confirm their mailing address. Gift cards were sent to drawing winners via certified mail.

Human Subject Protection

The University of Texas at Austin Institutional Review Board reviewed and approved this study (Study number 2016-11-0131). The voluntary nature of participation was reiterated in all promotional and recruitment materials and activities. The survey did not collect any identifying

information. Enabling the anonymous response setting in the survey platform removed the participants' IP addresses and location data from the results. Participants were not asked at any point to name their employer. Identifying information collected by participants who chose to enter the drawing for a gift card was kept separately from survey data and could not be linked to survey responses. Due to the sensitive nature of some of the survey questions, hotlines for mental health assistance were included as resources for participants.

Survey Development

The research team identified survey measures that supported the research questions and conceptual framework through a literature review, and in close consultation with TCFV, TAASA, and researchers with expertise in the topic. The survey instrument included standardized measures found in previous studies to be reliable and valid. Other questions were developed exclusively for the purposes of this project, modified using publicly available survey questions, or survey questions shared by professional colleagues with permission for their use. The instrument was pilot tested by ten staff members across IDVSA, TCFV, and TAASA, all of whom had previously been in roles working at IPV or sexual assault focused agencies. Each staff member participating in the survey pilot testing process was assigned a specific professional role (eg. case manager, shelter director, administrator) and asked to take the survey from that perspective. Their feedback led to final changes in measurement tools and question order. Participants self-administered the survey using a link embedded in the recruitment email to the web-based platform, Qualtrics, which allows participants to complete the survey using a personal computer, tablet, or mobile device. The survey was open for a total of 34 days: launched February 20, 2017 and officially closed on March 27, 2017.

Survey Measures

The VOICE survey is constructed of the abbreviated list of survey measures listed below. See Appendix B for a brief overview of the full list of measures used.

Demographic variables. Participants were asked to answer demographic questions related to age, race and ethnicity, relationship status, number of children, care giving, education, professional certification, gender, sexual orientation, household income, and country of birth. Questions related to professional background included, number of years worked on issues related to IPV and sexual assault (paid / volunteer), number of related agencies worked for, and number of years at current place of employment.

Traumatic life events. A measurement tool adapted from Kulkarni et al. (2013) was used to ask participants about their experiences with traumatic events. Events from three time-periods were presented in list form. Participants checked all experiences that applied to them. First, participants were asked to indicate whether they had experienced any of the following as a child: emotional abuse, physical abuse, childhood sexual abuse, witnessing domestic violence, or

trafficking. Second, participants were asked to indicate whether they had experienced intimate partner violence, sexual assault, trafficking, or personal victimization (non-property) as an adult. Third, participants were asked if they had experienced other potentially traumatic or high stress events / circumstances in the past 12 months, including: loss of a loved one, personal financial strain, health challenges, or eviction / foreclosure. In this third question, participants could endorse an "other" option and write in a response.

Coping strategies. We assessed participants' coping strategies using a modified version of The Time Spent in Coping Strategies scale (Bober, Regehr, & Zhou, (2006) as adapted by Kulkarni, Bell, Hartman, & Herman-Smith (2013)). The scale asked participants to rate how often they engaged in leisure and self-care activities using a 4-point Likert scale ranging from "not at all" to "frequently," with an additional option to choose "not applicable." The modified inventory included 20 items with three subscales with good reliability (Cronbach's alpha = .890). The leisure subscale asked about frequency of activities such as time with family and hobbies. The self-care subscale asked about stress management. Finally, a supervision subscale asked about supervision related to trauma. An additional 3 items added to the version of the scale used by Kulkarni, Bell, Hartman and Herman-Smith (2013), asked participants to indicate the amount of time they spend in policy activities.

Resilience. The 10-item version of the Connor-Davidson Resilience Scale (CD-RISC-10) was used to assess the resilience of survey participants. Items were rated based on a 5-point Likert scale ranging from "not true at all" (0) to "true nearly all the time" (4). Example items included: *I am able to adapt when changes occur*, and *I believe I can achieve my goals, even if there are obstacles*. Participant scores ranged from 0 to 40, with higher scores reflecting greater resilience (alpha = .907). The average score for participants in this sample on the CD-RISC-10 is 29.8 out of a potential score of 40. In contrast, national samples found scores of 26 or lower in the bottom quartile of scores and 37 or higher in the highest quartile (Davidson & Connor, 2017).

Mission attachment. Respondents' awareness of and contribution to their organization's mission was assessed using an adaptation of an existing *Mission Attachment* measure from Brown & Yoshioka (2003). The original four-item measure asked participants to indicate the degree to which they agreed with six items, based on a 5-point Likert scale ranging from "strongly disagree" to "strongly agree." The items used to assess mission attachment included: *I can see the connection between my work and satisfying the needs of the people and communities we serve*, and *I am well aware of the direction and mission of this organization*. Two additional items were included to further support the IPV and sexual assault context. The scale displayed good reliability (Cronbach's alpha = .903). Mean scores were calculated, with higher scores indicating more mission attachment than lower scores.

Current position-level characteristics. Participants were asked about their type of position, title, position changes, nature of work, including if they provide direct services, time spent traveling for work, professional development, and supervision. These questions were, in part, modified from the TCFV compensation report (2014; 2016) and Kulkarni et al. 2013.

Compensation. In this study, compensation is defined as wages or salary, benefits, paid and unpaid leave, and any additional compensation or benefits from work. Questions included: Income (hourly rate or annual salary), insurance benefits (including types of benefits received through agency), coverage and cost through agency, satisfaction with insurance benefits available, and retirement. Precise annual salary figures were unavailable for all participants paid hourly; the estimates for annual salary were computed by multiplying the hourly wages by their indicated hours per week and the number of weeks in the typical work year. These cases were merged with cases with existing annual salary data as the category, "estimated annual salary." Additionally, participants were asked about a number of paid and unpaid leave options, including: paid time off (PTO), holidays, vacation time, sick time, family leave, bereavement leave, and "comp" time. Participants were asked to rate their satisfaction with workplace benefits, paid leave, and unpaid leave. Responses were collected from a 7-point Likert rating scale with higher numbers indicating more dissatisfaction (ranging from 1 "extremely satisfied" to 7 "extremely dissatisfied").

Job satisfaction. Participant attitudes about their job and various aspects of their job were assessed using the Job Satisfaction Survey (JSS) (Spector, 1985). The JSS is a 36 item scale with nine subscales (four items each): pay (sample item: *I feel I am being paid a fair amount for the work I do)*, promotion (sample item: *There is really too little chance for promotion in my job*), supervision (sample item: *My supervisor is quite competent in doing his/her job*), fringe benefits (sample item: *I am not satisfied with the benefits I receive*), contingent rewards (performance based rewards) (sample item: *When I do a good job, I receive the recognition for it that I should receive)*, operating procedures (required rules and procedures) (sample item: *Many of our rules and procedures make doing a good job difficult*), coworkers (sample item: *I like the people I work with*), nature of work (sample item: *I sometimes feel my job is meaningless*), and communication (sample item: *Communications seem good within this organization*). Participants were asked to rate each item based on a 6-point Likert scale from "strongly disagree" to "strongly agree." Approximately half of the items were reverse scored. Scores on each subscale ranged from 4 to 24 and scores for total job satisfaction ranged from 36 to 216 with higher scores indicating higher job satisfaction. The reliability for the overall scale was good (Cronbach's alpha = .942). Participants were also asked to list additional things that would contribute to their workplace job satisfaction.

Compassion satisfaction. The Professional Quality of Life scale (ProQOL, Version 5) assessed positive and negative aspects of doing one's job (Stamm, 2010). Compassion satisfaction (10 items) captured positive feelings about people's ability to help, and the pleasure

one derives from being able to do one's work well. An example item included: *I get satisfaction from being able to help people*. Participants rated how frequently they had the experiences or feelings described in each item using a 5-point Likert scale ranging from "never" to "very often." The alpha for compassion satisfaction was good (Cronbach's alpha = .886).

Compassion fatigue (burnout and secondary traumatic stress). The ProQOL-5 also assessed negative aspects of doing one's job (Stamm, 2010). Compassion fatigue is divided into two sub-scales (10 items each): burnout, which assessed feelings of hopelessness and difficulties in doing one's job effectively, and secondary traumatic stress (STS), which measured work-related secondary exposure to traumatically stressful events that lead to symptoms associated with being afraid among others. Example items included: *I am not as productive at work because I am losing sleep over traumatic experiences of a person I help* (burnout), *I find it difficult to separate my personal life from my life as a helper* (secondary traumatic stress). Participants rated how frequently they had the experiences or feelings described in each item using a 5-point Likert scale ranging from "never" to "very often." The reliability for these scales was satisfactory for burnout (Cronbach's alpha = .739) and good for STS (Cronbach's alpha = .857).

Turnover intention. Intent to turnover was assessed by using an adaptation of the original 4-item scale developed by Kelloway, Gottlieb, and Barham (1999). In the current survey's adaptation, participants rated two different 5-item scales with a 5-point Likert scale ranging from "strongly agree" to "strongly disagree" to assess turnover intention with regards to participants' current job/position and organization/agency. Items included: *I am thinking about leaving my current job, I am planning to look for a new job, I intend to ask people about new job opportunities, I don't plan to be in this job much longer,* and *I enjoy my current job*. The two scales' scores were averaged for analysis. Higher scores indicated higher intentions to turnover. The reliability for the overall scale was good (Cronbach's alpha = .947).

Organizational characteristics. Questions were asked to understand organizational characteristics from the participants perspective, including geographical location (eight Texas regions), urban/rural, annual agency budget, and estimated number of people employed. Participants were not asked to identify the specific agency they worked for to protect anonymity of staff and their employees.

Organizational climate. Climate was assessed through nine scaled questions modified from the Administrator-Researcher Campus Climate Collaborative (ARC3, 2015). Questions included: *I feel physically safe working at my current workplace / agency,* and *my cultural or ethnic background is respected at my current workplace / agency*. Answer categories included a 5-point Likert scale ranging from "strongly disagree" to "strongly agree." The reliability for the 9-item measure was good (Cronbach's alpha = .868).

Microaggressions. Participants were asked if they experienced or witnessed a microaggression based on race, sexual orientation, gender identity, disability, or sexism. Microaggressions were defined for survey takers in the following way: *"Microaggressions are defined as 'brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative slights and insults" (*Sue, 2007 np.*)*. These questions were modified from a measure developed by Edmond (2014). The reliability for the measure was good (Cronbach's alpha = .838). Three additional open-ended questions were asked to understand experiences, training and other needs to improve climate and diversity.

Areas of work life. The 28-item Areas of Worklife Scale (AWS) was administered to assess six domains associated with burnout and job stress (Leiter & Maslach, 2006, 2011). The scale was developed based on the concept of job-person fit (Leiter & Maslach, 2006, 2011, p. 12). Participants were asked to rate their level of experienced congruence with the job within six domains: workload (5 items; Cronbach's alpha = .817), control (4 items; Cronbach's alpha = .853), reward (4 items; Cronbach's alpha = .899), community (5 items; Cronbach's alpha = .880), fairness (6 items; Cronbach's alpha = .880), and values (4 items; Cronbach's alpha = .849). Items were rated on a 5-point Likert scale ranging from "strongly disagree" to "strongly agree." Workload describes the amount of work expected to be completed within a specified period of time (sample item: *I do not have time to do the work that must be done)*. Control describes opportunities to make choices and decisions, and contribute to fulfilling responsibilities (sample item: *I have control over how I do my work)*. Reward describes financial and social recognition for contributions at work (sample item: *I receive recognition from others for my work)*. Community refers to the quality of an organization's social environment (sample item: *People trust one another to fulfill their roles)*. Fairness describes the degree to which the organization has consistent and equitable rules for all employees (sample item: *Resources are allocated fairly here)*. Values reflect what is important to the organization and its employees (sample item: *My values and the organization's values are alike)*. As meanings and relationships between the six subscales (areas) of worklife differ, six scores are calculated separately. "Each subscale had a range of 4.00 from 1.00 (extreme mismatch) to 5.00 (extreme match) with a midpoint at 3.00" (Leiter & Maslach, 2006, 2011, p. 12).

Wrap-up questions. At the end of the survey, participants were asked to respond to three close-ended questions pertaining to their experience taking the survey and perceptions of the survey. Participants were also invited to share additional information about their workplace experiences in written form in response to three open-ended questions.

Data Analysis

As described above, a sample of 530 completed surveys were retained for analysis. Surveys were marked as complete if the participant completed any one of the following primary scales: compassion satisfaction, compassion fatigue, job satisfaction, or turnover intention.

Correlations were conducted using Pearson Product Moment Correlations to test associations between variables. Two-tailed significance tests for pairwise comparisons were conducted using the Bonferroni correction. Hierarchical multiple regression was performed for turnover intention, job satisfaction, burnout, compassion fatigue, and resilience. Open-ended questions were analyzed using the Thematic Analysis approach (Guest, MacQueen, & Namey, 2014). This approach uses an inductive approach to coding and use of memos to distill salient themes and concepts (Guest et al., 2014). Open-ended data were coded and grouped by themes to help answer research questions.

Survey Results

Who took the survey?

Survey results represent a purposive sample of Texas IPV and sexual assault professionals and therefore do not represent the whole population or workforce. Table 1 presents a demographic overview of the sample. The sample was overwhelmingly female (92.1%) and majority Caucasian (54.2%), followed by Latina (30.6%). Most participants (84.9%) identified as Heterosexual, followed by Bisexual (5.2%). The mean age of participants was 40.4, with a range of 21-73. The mean estimated annual salary was $43,800.

Table 1

Participant Demographics

Variable	%
Gender Categories (n = 530)	
Female	92.1
Male	6.0
Transgender Male	0.0
Transgender Female	0.4
Genderqueer, Gender-Nonconforming, Nonbinary	1.1
Another gender identity	0.4
Race (n = 526)	
Latina	30.6
Black or African-American	7.6
White or Caucasian-Non Hispanic	54.2
American Indian or Alaskan Native	0.8
Asian	2.1
Pacific Islander	0.0
Multiracial:	4.2
Other:	0.6
Sexual Orientation (n = 518)	
Gay	1.9
Lesbian	3.3
Bisexual	5.2
Pansexual	2.5
Asexual	0.0
Heterosexual / straight	84.9
A sexual orientation not listed:	1.0
Unsure	1.2

Table 1 continued.

Household Income (n = 523)	
Under $20,000	2.3
$20,000 - 29,000	9.2
$30,000 - 39,000	19.7
$40,000 – 49,000	11.9
$50,000 - 74,000	17.4
$75,000 - 99,000	17.0
$100,000 - 149,000	14.5
$150,000 and above	8.0
How many different IPV or SA agencies have you worked for? (n = 466)	
1	61.6
2	24.5
3	8.2
4	2.8
5	0.6

What experiences did participants have?

Experience in the field. Table 2 depicts the work experience of participants. Participants had an average of eight years in the field, with a majority (61.6%) having experience working at one IPV or sexual assault setting. Of survey participants, 18.2% had changed positions once or more to reduce workplace stress.

Table 2
Experience in the Field

Item	Mean	n
Years in Field	8.0	530
Yeas as Volunteer	1.3	484
Years as Paid Staff	7.2	526
Length of time at agency	5.7	525

Personal experiences. Participants were asked if they had experienced emotional, physical, or sexual violence or witnessed IPV as a child and if they had experienced IPV, sexual assault, or trafficking as an adult. Fifty-eight percent endorsed experiencing one or more types of trauma as a child and 50% experienced one or more types of trauma as an adult.

What compensation did participants receive?

Salary, Leave, and Benefits. Participants self-reported their household income and individual salary, as well as answered questions about a range of benefits, paid and unpaid leave, and opened-ended questions about other types of benefits.

Compensation. Table D2 in Appendix D reports individual salary and household income. For average compensation by position, see Appendix D. For full-time staff, the most frequently indicated household income was the range of $30,000-39,000, followed by $50,000-74,999. The average annual part-time salary for participants across the sample was $36,300. The average salary for a full-time worker was $47,800.

Benefits. Just over 78% received insurance through their employer, with 95.7% of those participants receiving medical insurance, 73.7% receiving dental, and 66.3% receiving vision insurance. Among those who did not receive insurance through their work, most, 40.9% received it through a partner. Retirement plans were offered to 55.8% of survey participants. Dissatisfaction was generally low for workplace benefits (mean = 2.74, SD = 1.62), paid leave (mean = 2.42, SD = 1.53), and unpaid leave (mean = 3.30, SD = 1.54). Table 3 on the next page describes the average benefits received by participants.

Table 3
Benefits

	% Received Any	Average Paid (weeks)	Average Unpaid (weeks)
PTO	62.5	3.6	2.2
Holidays	84.9	2.2	0
Vacation	55.2	2.4	0.1
Sick Time	58.7	2.9	0
Maternity Leave	34.4	0.7	1.2
Paternity Leave	15.8	0.4	0.3
Flextime	47.2		
“Comp” Time	20.8		
Bring infant to work	17.4		
Onsite Childcare	11.7		
Licensure Supervision	13.2		
Sabbatical	10.9		
Information on Student Loan Repayment	5.7		

What did participants do at their agencies?

Participant role at agency. The most commonly endorsed role from participants was advocate (38.4%), followed by counselor (17%). See Appendix C, Table C1 for details of percentage by position. Over 42% of participants supervised at least one other person as a part of their work. Fifty percent of participants met with a supervisor as needed; 23% weekly; 23% monthly or bimonthly, and 3.4% never met with a supervisor.

How did they feel about their positions and organizations?

Mission attachment represents employee attitudes towards established organizational goals (Brown & Yoshioka, 2003). The overall score for mission attachment was 4.4 out of 5, indicating a highly attached workforce. Job satisfaction measures showed an average score of 4.2 on a scale of 1 to 6. The highest area of satisfaction to be about the nature of the work (average score of 5.3) and the lowest area of satisfaction to be in the area of promotion (3.3 average). Additionally, participants were asked to list the top three things that would contribute to their job satisfaction. The most endorsed responses were increased pay (27%); improved communication (12%); improved benefits (9%), and improved leave practices (8%).

The Areas of Worklife measures assessed, match between employee and organizational practices in several domains important to occupational experiences. The highest area of match for this sample were values (average score of 4.0 on a scale of 1.0 to 5.0) and the lowest score were in workload and fairness (average score of 3.2 out of 5.) See Table 4 below for details on average scores for subscales of Job Satisfaction Survey and Areas of Worklife Scale.

Table 4
Job Satisfaction Scale and Areas of Worklife Subscales

Subscale	Mean
Job Satisfaction	
Pay	3.4
Promotion	3.3
Supervision	5.0
Fringe Benefits	3.9
Contingent Rewards	4.1
Operating Conditions	3.7
Coworkers	4.8
Nature of Work	5.3
Areas of Worklife	
Workload	3.2
Control	3.8
Reward	3.5
Community	3.7
Fairness	3.2
Values	4.0

Participant Voices: How can we improve job satisfaction?

"1) More staff 2) Higher pay 3) More resources"

"To be fair across the board. Competitive wages. Respect all employees."

"Ending all Domestic Violence so I could retire without any regrets."

"1) More team building opportunities 2) Greater communication from executives 3) Greater opportunity to chat with fellow advocates to create a supportive environment"

What were the organizational settings of the participants?

Table 5 lists additional organizational characteristics captured by the VOICE survey. Over 66% of participants came from dual programs (IPV and sexual assault-focused), with the largest group (30.5%) were from central Texas. (See Table 5.)

Table 5
Organizational Traits

Work Setting (n = 530)	%
Organization Type	
Dual Domestic Violence and Sexual Assault Focused Agency	66.2
Domestic Violence Focused Agency	12.5
Sexual Assault Focused Agency (Rape Crisis Center)	9.6
Social Service Non-Profit	4.0
Legal Setting	4.5
Medical Setting	1.7
College or University	1.3
Other	0.2
None of these	0.0
Agency Region (n = 528)	
Panhandle (includes Amarillo)	2.1
North Texas (includes Dallas)	21.6
West Texas (includes El Paso)	9.3
East Texas (includes Beaumont)	2.8
Central Texas (includes Austin)	30.5

Table 5 continued.

South Texas (includes San Antonio)	14.2
Upper Gulf Coast (includes Houston)	16.3
U.S./Mexico Border	3.2
Agency Annual Budget (n = 529)	
Less than $250,000	2.6
$250,000 – $499,000	4.7
$500,000 - $1,900,000	15.3
$2,000,000 – $5,000,000	14.2
More than $5 million	13.0
I don't know	50.1
Agency Size (n = 529)	
1-5	3.4
6-10	4.9
11-20	14.2
21-40	19.1
41-60	14.7
61-80	9.3
81-100	6.4
More than 100	21.2
I don't know	6.8

Answering the Research Questions

Research Question One: What are perceptions of organizational climate among the IPV and sexual assault workforce?

Participants were asked questions to understand their organizational climate perceptions. Participants had moderately high perceptions of workplace climate. The highest score for climate was for respect of gender identity (4.5 on a scale of 1-5). See Table 6 for more details.

Table 6
Organizational Climate

Variable/Item Name	Mean
Organizational Climate Informal Mean Score	4.1
I would recommend working at my current workplace / agency to others.	4.0
I feel emotionally safe working at my current workplace / agency	3.9
I feel physically safe working at my current workplace / agency	4.3
My spiritual or religious background is respected at my current workplace / agency	4.3
My cultural or ethnic background is respected at my current workplace / agency	4.4
My gender identity is respected at my current workplace / agency	4.5
My need for a paycheck determines my honesty and feedback to upper management	2.6
My agency considers the demands of family/kids and work responsibility	3.9
I feel that I can be my authentic self at the workplace (ex. to freely express my first language, gender, sexual orientation, ideas, real hair, etc.)	4.0

Participant experiences with microaggressions were also used to assess organizational climate. A microaggression is a verbal or nonverbal slight or snub that communicates negative or stereotypical messages based solely on a person's marginalized status (Sue, 2010). Participants were asked, "*In this section we will ask about your experiences with microaggressions at your place of work. Microaggressions are defined as 'brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative slights and insults' (Wing Sue, 2007)*". Race and ethnicity microaggressions were the most endorsed for the sample, with over 30% of participants having witnessed or experienced these microaggressions (see Table 7 for more details). In relation to microaggressions, 80% of the sample indicated they have received diversity training while 76% would like to have more diversity training. Participants were asked about factors that would improve organizational climate. The most commonly endorsed

approach was increased training and communication (40%); intentional recruitment and retention of diverse staff (21%); management support and representation (21%); policies on diversity and inclusion (8%); efforts to increase staff cohesion around diversity (4%); assessment of organizations related to diversity (4%); and mental health assistance for staff who have experienced microaggressions (1%).

Table 7
Percentage of participants witnessing or experiencing microaggressions

Type of Microaggression	%
Race or Ethnicity Microaggression	30.7
Sexual Orientation Related Microaggression	15.3
Gender Identity Related Microaggression	17.6
Disability Related Microaggression	13.5
Sexism Related Microaggression	20.6
I have access to diversity training	80.0
I would like more diversity training	76.0

Participant Voices: Improving inclusion

"Just more transparency and honesty regarding cultural differences, microaggressions, and unconscious bias (both intentional and unintentional) and how those affect any workplace."

"People of color need to be in senior management or board leadership roles. Real inclusion and real diversity isn't going to be part of our work until everyone has an equal seat at the table--not just white, heterosexual, non-transgender women with college educations."

Research Question Two: What individual, position-level, and organizational factors predict lower or higher levels of turnover intention?

The research team analyzed the data with a statistical modeling approach to discover what variables measured in the study predict intention to turnover. Several individual, position-level, and organizational variables were included, but not all of them have a significant relationship to

turnover (see Figure 2 for an overview of the model, with significant items **bolded**). In the final model, identifying as African-American, higher burnout scores, and lower satisfaction with supervision predicted higher turnover intention and higher salary predicted lower turnover intention. This indicates that position level factors are most important in turnover intention. The statistical model for this test is Table E1 in Appendix E.

Figure 2. Turnover Intention Model

<table>
<tr><td>Individual characteristics

• Household income
• Race / ethnicity
  ○ Asian
  ○ African-American / Black*
  ○ Latina
  ○ Additional</td><td rowspan="3">Turnover Intention</td></tr>
<tr><td>Position-level characteristics

• Salary*
• Satisfaction with supervision (JSS)*
• Burnout (ProQOL-5)*</td></tr>
<tr><td>Organizational characteristics

N/A</td></tr>
</table>

Note. Items bolded with an asterisk indicate the item was statistically significant in the final model.

Research Question Three: What individual, position-level, and organizational factors predict lower or higher levels of job satisfaction?

A model for job satisfaction was tested using variables at the individual, position-level, and organizational level (see Figure 3 for a model review, with significant items **bolded**). The model found several significant findings. Specifically, higher compassion satisfaction, use of coping skills, and increased match of community and control at work were predictive of increased job satisfaction; lower satisfaction with paid and unpaid leave were associated with decreased job satisfaction. Lower rates of secondary traumatic stress were predictive of higher job satisfaction.

In large part, position-level and organizational factors most predict job satisfaction. See Table E2 in Appendix E for the statistical table for this model.

Figure 3. Job Satisfaction Model

<table>
<tr><td>Individual characteristics

• Race / ethnicity
• Coping*</td><td rowspan="3">Job Satisfaction</td></tr>
<tr><td>Position-level characteristics

• Salary
• Compassion satisfaction*
• Secondary traumatic stress*
• Satisfaction with paid leave*
• Satisfaction with unpaid leave*</td></tr>
<tr><td>Organizational characteristics

• Community (AWS)*
• Control (AWS)*</td></tr>
</table>

Note. Items bolded with an asterisk indicate the item was statistically significant in the final model.

Research Question Four: What individual, position-level, and organizational factors predict lower or higher levels of burnout?

A model was created and analyzed to see what factors are most associated with burnout. See Figure 4 for factors associated with burnout (with significant items **bolded)**. Several significant factors emerged from the model. Specifically, higher levels of burnout were associated with having experienced recent traumatic events in the last 12 months (see Appendix B for details), having lower levels of resiliency, lower use of coping skills, supervising others, and having mismatch with workload. Lower rates of burnout were associated with higher age, Latina ethnicity, work at a dual-focus agency, and increased workload match. Individual and position-level factors accounted for most of the factors predicting burnout. See Table E3 in Appendix E for the statistical table for this model.

Figure 4. Burnout

Individual characteristics • **Age*** • Race / ethnicity ○ **Latina*** • Traumatic life events - childhood • Traumatic life events - adulthood • **Traumatic life events – last 12months*** • **Coping*** • **Resiliency***	Burnout
Position-level characteristics • Time spent providing direct services • **Supervises others*** • **Workload (AWS)*** • Reward (AWS)	
Organizational characteristics • **Dual focused agency*** • Community (AWS) • Fairness (AWS) • Values (AWS) • Control (AWS)	

Note. Items bolded with an asterisk indicate the item was statistically significant in the final model.

Research Question Five: What individual, position-level, and organizational factors predict lower or higher levels of secondary traumatic stress?

A model to test associations with secondary traumatic stress was created, and several significant factors found. In the final model, Figure 5 (with significant items **bolded)**, age, providing direct services, experiencing or witnessing microaggressions, resiliency, workload and fit between self and organizational values were predictive of secondary traumatic stress. More specifically, younger age, spending more than 41% of time providing direct service to survivors, witnessing or, experiencing microaggressions, having lower resiliency, childhood trauma experiences, and mismatch with workload were predictive of higher secondary traumatic stress scores. See Table E4 in Appendix E for the statistical table for this model.

Figure 5. Secondary Traumatic Stress

Individual characteristics • Race / ethnicity • **Traumatic life events - childhood*** • Traumatic life events – adulthood • Traumatic life events - any • Coping • **Age*** • **Resiliency***	Secondary Traumatic Stress
Position-level characteristics • Time spent providing direct services* • Workload (AWS)* • Reward (AWS)	
Organizational characteristics • **Microaggressions*** • Community (AWS) • Fairness (AWS) • **Values (AWS)*** • Control (AWS)	

Note. Items bolded with an asterisk indicate the item was statistically significant in the final model.

Research Question 6: What individual, position-level, and organizational factors predict lower or higher levels of resilience in the IPV and sexual assault workforce?

A model was developed to see if any individual, position-level, or organizational factors contribute to changes in resiliency scores. A model found significant factors (see Figure 6 with significant items **bolded**). In the final model, relationship status, age, coping skills, control, and values were significant in predicting resiliency. Specifically, being in a relationship, increased age, greater use of coping skills, increased control at work, and greater value match were predictive of higher scores on the resiliency measure. No position level factors were associated with increased or decreased resiliency. The statistical table for this model is Table E5 in Appendix E.

Figure 6. Resiliency

Individual characteristics • **Relationship status (single) *** • **Age*** • Traumatic life events - childhood • Traumatic life events – adulthood • Traumatic life events - any • **Coping***	Resiliency
Position-level characteristics • Salary • Workload (AWS) • Reward (AWS)	
Organizational characteristics • Microaggressions • Community (AWS) • Fairness (AWS) • Values (AWS)* • Control (AWS)*	

Note. Items bolded with an asterisk indicate the item was statistically significant in the final model.

Summary of Findings

A broad range of experienced IPV and sexual assault professionals from a variety of settings and position types across the state participated in the VOICE survey. Over 500 participants, most who identified as female, shared their occupation experiences and perceptions. Information from study analysis supported the conceptual model that individual, position-level, and organizational factors shape occupational experiences. While individual, position-level, and organizational factors are all important to occupational experiences, analysis revealed the strong importance of organizational factors. Significant organizational factors important across the VOICE survey are presented below, followed by position-level factors and then a focus on associated individual factors.

Organizational level factors are essential to understanding occupational experiences. Greater match with organizational values was associated with increased resiliency and increased secondary traumatic stress scores. Increased match with workplace community is related to higher job satisfaction. Increased control at work predicted higher job satisfaction and increased resiliency. Witnessing or experiencing microaggressions contributed to increased secondary traumatic stress. Climate questions revealed need for growth in areas of work-life balance and emotional safety at work. Additionally, open-ended responses highlighted

several ways organizations could increase diversity and inclusion, including increased training, recruitment and retention of diverse staff members.

Position-level factors are critical to occupational experiences. Several facets of compensation are important to occupational experiences. Higher salary predicted lower turnover intention. Lower levels of satisfaction with paid and unpaid leave were associated with decreased job satisfaction. Workload mismatch was associated with increased secondary traumatic stress and burnout. Higher burnout scores were predictive of increased turnover intention. Lower supervision satisfaction predicted higher turnover intention, while supervising others was associated with higher burnout scores. Higher rates of compassion satisfaction and lower rates of secondary traumatic stress were associated with increased job satisfaction. Increased time providing direct client services was associated with increased secondary traumatic stress.

Individual factors contribute to occupational experiences. Increased use of coping strategies predicted higher job satisfaction and resilience, while decreased use of coping skills was connected to higher levels of burnout. Being older was significantly associated with lower burnout scores and increased resiliency. Being younger and indicating childhood trauma experiences predicted higher secondary traumatic stress scores. Past traumatic life events in the previous 12 months were associated with increased burnout. Race and ethnicity were associated with some occupational experiences—for example, identifying as African-American was associated with higher turnover intention, and identifying as Latina was associated with lower burnout scores. It is important to note that these experiences are likely related to organizational and community factors.

Discussion

IPV and sexual assault work offers both significant challenges and rewards. This study explored the barriers to job satisfaction and retention in the Texas IPV and sexual assault workforce. Participants in the survey are highly attached to the mission of the work they do. However, barriers to retention and job satisfaction are related to occupational experiences, such as burnout and secondary traumatic stress, and are molded by organizational and position-level factors, which are in turn influenced by agency and individual factors. This study found that burnout is associated with turnover, and job satisfaction impacts secondary traumatic stress, which merit individual and organizational strategies. Higher salary predicts lower turnover intention and lower satisfaction with benefits is connected to decreased job satisfaction, indicating the importance of compensation in occupational experiences and retention. These findings have been echoed in other research Dworkin et al. (2016) surveyed 164 staff members at rape crisis centers and found that secondary traumatic stress was predicted by individual level variables (including age and trauma experience), position levels (including case load), and organizational variables (including supervision).

The organizational role in contributing to workplace experiences must be emphasized. In their qualitative study of IPV staff, Merchant & Whiting (2015) note that organizational policy, procedures, and support are instrumental to retention and satisfaction. Improved information access and transmission can reduce occupational stress like secondary traumatic stress. Bemiller and Williams (2011) note the importance of communication among coworkers to acknowledge occupational stressors. Indeed, in the VOICE survey findings, participants identified increased or improved communication as one of the most important factors in improving job satisfaction. Given Choi's (2011) finding that access to organization strategic information reduces secondary traumatic stress and the VOICE survey participants' endorsement of improved communication to increase job satisfaction, organizations should improve work climate by improving communication. In addition to communication, organizations and individuals can work on issues of climate, diversity, and inclusion. As indicated by survey results, incidents of microaggressions, the association of microaggressions to secondary traumatic stress, the indicated need for diversity training, and increased association of turnover intention for African-American workers are all part of the organizational climate issues that need to be addressed.

Studies (See Baird & Jenkins, 2003; Slattery & Goodman, 2009 for examples) have shown that support from colleagues and supervisors plays a protective role against burnout and secondary traumatic stress. Organizations can also create productive and supportive environments by fostering shared-values and community amongst their staff. While the nature of the work can be straining, this field has a highly motivated workforce that builds a strong connection between their professional and personal values. With careful consideration and input from staff, this connection can be appropriately fostered to create higher satisfaction. Findings from one study with IPV advocates demonstrated that a workplace environment in which respect for diversity,

mutuality, and consensual decision making—shared power—provided better protection from secondary traumatic stress in comparison to traditional hierarchical agency models (Slattery & Goodman, 2009). This matches the VOICE survey findings indicating that fit with organizational values was associated with higher resiliency scores. The VOICE survey found that providing supervision was connected with burnout, and dissatisfaction with supervision received was associated with higher turnover intention. These findings indicate that along with community among staff, high quality supervision is needed, as well as support in providing supervision to other staff and volunteers.

Although secondary traumatic stress and burnout represent a significant concern, working with traumatized populations may also be beneficial for employees. In the VOICE survey, workers indicated high attachment to agency mission and strong match with agency values. Additionally, higher rates of compassion satisfaction increased job satisfaction. Compassion satisfaction is positive feelings about people's ability to help, and the pleasure one derives from being able to do one's work well (Stamm, 2010). The role of compassion satisfaction, mission attachment and values, as well as other potential benefits of IPV and sexual assault work merits more attention. One area of need exploration is vicarious post traumatic growth (VPTG). Post traumatic growth among trauma survivors may occur, and therapists might also benefit from helping people who have experienced trauma by having vicarious growth (Ben-Porat, 2015). In a sample of 222 sexual assault and IPV advocates, VPTG and vicarious reliance were explored. Increased experience with personal trauma and peer relationships at work predicted increased vicarious resilience (Frey et al., 2016). Gaining benefits from IPV and sexual assault work might take support. Bemiller and Williams (2011) emphasize the need to mentor younger workers, who may be more at risk for burnout and help them integrating their own personal experiences into their work. This may be particularly important if the worker is also a survivor or child witness of violence. In addition, the type of position workers have may also impact their occupational experiences. Positions involving increased direct service or heavy workloads might need extra support and supervision to reduce burnout. Support at the coworker and organizational level is important to helping workers in stressful positions. "In other words, capable workers are leaving because they do not have the tools to manage the challenges, not because of the challenges themselves" (Merchant & Whiting, 2015, p. 475).

Limitations

This survey is a purposive convenience sample and cannot represent all IPV and sexual professionals in Texas. Additionally, longitudinal data collection is needed to know more specifically about which occupational experiences cause different types of stress and how wellness is increased. While the VOICE survey used measurement tools established with diverse populations, measurement error can occur in differing cultural contexts. Further validation of measurement tools is need with diverse participants. Further, the VOICE survey is not meant to assess individual organizations. Individual assessment is needed to improve unique organizational climate. This survey explores several important occupational experiences, but did

not measure vicarious post traumatic growth or related constructs. More information is needed about positive benefits of working with IPV and sexual assault survivors. Importantly, the VOICE survey offers guidance for moving forward, but does not provide the full range of information needed for solutions to improving occupational wellness. Further research, in particular qualitative inquiry and evaluation of strategies to address occupational stress, is needed to enhance understanding and address root causes.

Conclusions

IPV and sexual assault work, as documented in the VOICE survey, is connected to many different occupational experiences and stressors. Participants in this survey reported high attachment to the mission of their work, indicating a motivated and engaged workforce facing many stressors, such as burnout and secondary traumatic stress. Findings indicate there are intervention opportunities to improve the workplace at organizational, position, and individual levels, including addressing organizational climate. Additional research and guidance is needed about the development of specific organizational structure and agency interventions that would improve workforce experiences. From the survey findings, areas of concentration have been identified in the recommendation section below.

Recommendations

Organizational Considerations

1) **Improve compensation, benefits, and leave.** VOICE survey findings indicate workers are less likely to have turnover intention when their compensation is higher. Lack of satisfaction with benefits, including leave options, can decrease job satisfaction. Open-ended comments revealed that the number one factor to increase satisfaction would be to increase pay. Organizations need to develop strategies not only to increase pay, but also to provide flexible and creative benefit and leave packages. This may include the use of mental health days, the ability to bring small children to work, flexibility in scheduling, and resources about student loan repayment.
2) **Foster community among staff.** Social support among coworkers and the ability to discuss occupational stress and experiences improves job satisfaction. Facilitating low stress and non-competitive interactions among coworkers can enhance organizational experiences. Organizations can create intentional time during work for staff to connect about occupational experiences, debrief on concerns, and support team-work and accountability. Additionally, organizational leaders can model recognition and acknowledgement to help provide staff language and skills to provide support and listen to each other.
3) **For leadership: Increase communication and transparency.** Increased communication from leadership was indicated in the VOICE survey as supporting job satisfaction. Organizations can help improve worker understanding and satisfaction with agency functioning by increasing transparency on decision-making, agency needs, and policy-making. Regular written and verbal communication from leadership and documented responses to staff concerns are examples of improved communication. In addition, staff may benefit from support from leadership in communicating agency policy to clients.
4) **Focus on organizational climate.** Improving organizational climate is critical to staff and client experience. Instances of microaggressions indicate organizations can do more to make agencies safe environments for staff and clients. Training, policies, recruitment, and retention of diverse staff, and increased representation of diverse identities among leadership, were indicated by participants as solutions to improving workforce climate. Increased dialogue and anti-oppression efforts with leadership and all staff will benefit all members of the organization, including clients. Staff may need training and mentoring support to identify and interrupt microaggressions and other actions that are harmful to inclusive organizational culture. Outside advocacy groups can offer support and training to agencies who need help with anti-oppression efforts and organizational climate.
5) **Living the Mission: Promoting fairness and shared values.** Many staff members are called to the work through shared experiences and values. High levels of mission

attachment was a shared quality amongst VOICE participants, indicating a strength of the workforce. Fit with organizational values is connected to increased resiliency, as indicated by VOICE survey results. Organizations will improve staff experiences by using management approaches that share power, and "talk the talk, and walk the walk" of organizational values. This includes providing growth opportunities for *all* staff. Professional development opportunities are one part of this work, in addition to increasing staff agency and voice into organizational functioning.

6) **Improved quality of giving and getting supervision.** Dissatisfaction with supervision predicts turnover intention. Participants indicated a desire for more frequent and increased quality supervision. Providing supervision can also create stress. Workers need mentorship in providing supervision. Organizations can help train and support a culture of quality supervision.

Position-level Considerations

7) **Supporting direct service roles.** All organizational roles have potential risk for occupational stress, however direct service roles with high levels of client contact merit increased attention. Providing direct service increases risk for secondary traumatic stress *and* compassion satisfaction, illustrating the complicated role of client time in occupation experiences. Client caseload by volume and complexity should be carefully considered, in particular for new workers who are more at risk for secondary traumatic stress. Quality, regular supervision will help direct-service staff develop strategies to manage workplace stress.
8) **Design positions with balance in mind.** Excessive workload, or workload and position mismatch, are related to secondary traumatic stress. Positions should be balanced not only by client contact, but also by number of duties and people supervised. Job sharing and shared leadership strategies are options for traditionally stressful positions.
9) **Facilitate wellness and coping.** Workers may reduce stress when they employ coping strategies at the professional level. As turnover hurts organizations and clients, organizations would improve client services and organizational function by facilitating staff use of coping mechanisms that protect against the antecedents of turnover, such as burnout. Professional forms of coping may include stress management training for staff, professional self-care plans, and quality supervision. These efforts may be further facilitated by organizational support such as offering personal mental health days, flexible scheduling, sabbaticals, and recognition of the stressful work content.

For Individual Staff Members

1) **Adapt individualized coping strategies.** Use of self-care or coping skills, such as engaging in hobbies, social connections, and intentional activities to reduce stress is associated with increased resiliency and job satisfaction and decreased burnout. Workers

can adapt coping approaches that work for them to provide protection from occupational stress.

2) **Getting support.** Occupational stress can stem from routine interactions in IPV and sexual assault work, but can also come from organizational factors. Everyone has a right to a safe and harassment-free work environment. VOICE survey participants endorsed experiences that indicate a need for increased organizational and staff cultural sensitivity and inclusion. Individual workers can get assistance through their state coalitions, like TAASA and TCFV, if they need support. Employees being mistreated at work can contact the Texas Workforce Commission to file a complaint.
3) **Training to improve workplace experiences.** IPV and sexual assault workers expressed a strong desire for professional development and training. Training needs may include wellness strategies, diversity and anti-oppression, and professional development to enhance work skills. Low or no cost professional development opportunities are available through TCFV, TAASA, local universities, and area non-profits.

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Appendix A

Promotion and Recruitment Materials

Sample Promotion Letter

Email to Executive Directors and Program Directors

Dear Executive Directors and Program Directors,

We hope this finds you doing well. TCFV, TAASA and IDVSA are excited for the launch of the Victim services Occupation, Information, and Compensation Experiences - VOICE - survey project. This survey will help inform understanding of workplace wellness and staff retention, and will be used to craft research briefs and recommendations that you can use in conversation with your agency staff, governance board, donors, stakeholders and constituents. Participation is anonymous and completely voluntary.

We are writing to ask for your help. The survey is set to launch and will be open February 20 2017 to March and we need help getting the survey to your staff.

Please kindly consider:

- Forwarding the survey on to all staff members
- Inviting an IDVSA, TCFV or TAASA staff member to discuss the survey at a staff meeting

We also hope that you will consider taking the survey yourselves!

We are interested in agency-wide participation to capture input for every role and unique perspective at the agency. Dissemination of findings will focus on state-wide data and disaggregated for the purposes of distinguishing between staff experiences in nonprofits vs. government agencies (for example), but will not be disaggregated by agency. Participants will not be asked what agency they work for.

Please find below more information about the survey. We will prepare an email, for your use, to potential participants, with the survey link, to forward out on staff email lists if you are supportive of this direction. **If you are amenable to distribution of the survey to your staff, please email Karin Wachter at** karin.wachter@utexas.edu, **VOICE Project Director.**

Do not hesitate to let us know if you have any questions.

Many thanks,
Leila Wood

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Apologies for any cross-posting

Email Attachment

Information on the VOICE Survey

Purpose of the Study: The Victim services Occupation, Information, and Compensation Experiences (VOICE) survey will gather information from professionals working in the field of domestic/dating violence and sexual assault across the state of Texas on workplace experiences. The aim of the project is to identify factors important to reducing staff turnover and improving workplace wellness.

Who is conducting the study? The study is being conducted by the Institute on Domestic Violence & Sexual Assault (IDVSA) based at the School of Social Work at UT-Austin. Dr. Leila Wood is the principal investigator.

Who is being invited to participate? Anyone currently working for a Texas-based agency whose central focus is dating/ domestic violence and/or sexual assault, as well anybody working in Texas whose primary job responsibilities focus on dating/domestic violence and/or sexual assault.

How long is the survey? The survey should take 20-30 minutes to complete.

What questions will you be asked? If you agree to participate in the VOICE survey you will be asked questions related to: your background experiences, experiences and opinions related to your current job and workplace, your suggestions for improving the workplace for people working on issues related to dating/domestic violence and sexual assault.

Do you have to participate? No, your participation is completely voluntary. Opting out of participation will have no bearing on services you receive or your relationship with your agency, TAASA, TCFV or UT-Austin.

How will you be compensated for participating in the study? After you finish taking the survey and press "submit", you will be invited to enter a drawing for a $50.00 Amazon gift card. Twenty gift cards will be issued to randomly selected winners.

Sample Recruitment Email

Recruitment Email 1

Subject Line: Texas DV/SA Staff: Have Your VOICE Heard!

Apologies for any cross-posting

Dear Texas Advocates,

TCFV, TAASA and IDVSA are excited to launch the Victim services Occupation, Information, and Compensation Experiences - VOICE - survey project. The aim of the project is to identify factors important to reducing staff turnover and improving workplace wellness.

The VOICE survey will gather information from **professionals** working in the field of domestic violence and sexual assault across the state of Texas on workplace experiences.
Staff involved in any aspect of the work to end family violence and/or sexual assault are welcome to participate.

If you decide to participate, you will be asked questions pertaining to your background experiences, experiences and opinions related to your current job and workplace, your suggestions for improving the workplace for people working on issues related to dating/domestic violence and sexual assault.

If you are interested in taking the survey, or learning more about it, please click on this link
The survey will be open through March 25, 2017. Upon completing the survey, you will have the chance to enter a drawing for a $50.00 Amazon gift card.

Your participation is anonymous and completely voluntary. Opting out of participation will have no bearing on services you receive or your relationship with your agency, TAASA, TCFV or UT-Austin.

We hope you will consider taking the survey and spreading the word about this opportunity among your colleagues.

Please feel free to contact me with any questions you may have.

Many thanks,
Leila Wood

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Email Attachment

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Do you have to participate? No, your participation is completely voluntary. Opting out of participation will have no bearing on services you receive or your relationship with your agency, TAASA, TCFV or UT-Austin.

How will you be compensated for participating in the study? After you finish taking the survey and press "submit", you will be invited to enter a drawing for a $50.00 Amazon gift card. Twenty gift cards will be issued to randomly selected winners.

Sample Social Media Post

Facebook Recruitment Announcement

IDVSA/TCFV/TAASA are excited to announce the launch of the Victim services Occupation, Information, and Compensation Experiences – **VOICE** – survey. We want to learn more about what impacts workplace wellness and staff retention for folks currently working in domestic

(family) violence and sexual assault – in all capacities. We need your participation! The survey should take about 20 – 30 minutes to complete. Participants will be able to enter to win a $50 Amazon gift card! Help us collect the information we all need to advocate on behalf of our workforce. Your participation is anonymous and completely voluntary. Please click on the following link to the survey: (insert link) Please help to spread the word!

Twitter

Tweet 1: Please participate in the #VOICE Survey! Enter to win $50 Amazon gift card. More info: (INSERT LINK) *Apologies for any cross-posting*

Appendix B

Figure B1. Measures Outline

Measure	Description	Reference
Job Satisfaction Survey (JSS)©	9 subscales (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, communication), 4 items each, total 36 items	The JSS is copyright © 1994, Paul E. Spector, All rights reserved. All reproductions of the JSS should include this copyright notice.
Turnover Intention	4-item measure	Kelloway, K. E., Gottlieb, B. H., & Barham, L. (1999). The source, nature, and direction of work and family conflict: A longitudinal study investigation. *Journal of Occupational Health Psychology, 4*(4), 337-346.
Professional Quality of Life Scale (ProQOL-5)©	Compassion fatigue: two subscales, 10 items each (a) Burnout - feelings of hopelessness and difficulties in dealing with work or in doing your job effectively (b) Secondary Trauma - work-related, secondary exposure to traumatically stressful events.	Stamm, B.H. (2010). The Concise ProQOL Manual, 2nd Ed. Pocatello, ID: ProQOL.org.
	Compassion satisfaction - pleasure you derive from being able to do your work well. 10 item subscale	
Connor-Davidson Resilience Scale 25 (CD-RISC-10)©	The 10-item version (score range 0-40) comprises items 1, 4, 6, 7, 8, 11, 14, 16, 17, and 19 from the original scale, and was developed by Drs. Campbell-Sills and Stein.	Connor, K. M., & Davidson, J. R. (2003). Development of a new resilience scale: The Connor-Davidson resilience scale (CD-RISC). *Depression and anxiety, 18*(2), 76-82.

The Coping Strategies Inventory	Frequency with which participants engaged in (a) leisure activities and (b) self-care activities. Each type of coping activity was assessed with five items that used a 4-point Likert scale ranging from *not at all* (0) to *frequently* (3).	Bober, T., Regehr, C., & Zhou, R. (2006). Development of the coping strategies inventory for trauma counselors. Journal of Trauma and Loss, 11, 71–83. Kulkarni, S., Bell, H., Hartman, J. L., & Herman-Smith, R. L. (2013). Exploring individual and organizational factors contributing to compassion satisfaction, secondary traumatic stress, and burnout in domestic violence service providers. *Journal of the Society for Social Work and Research*, *4*(2), 114-130.
Areas of Worklife Scale (AWS)©	30 items, 5 subscales: workload, control, reward, community, fairness, values	Copyright © 2000 by Michael P. Leiter & Christina Maslach. Leiter, M. P. & Maslach, C. (2000, 2011). *Areas of Worklife Survey*. Mind Garden, Inc., California.
Mission attachment	4 items re: awareness and contribution to organization's mission	Brown, W. A., & Yoshioka, C. F. (2003). Mission attachment and satisfaction as factors in employee retention. Nonprofit management and leadership, 14(1), 5-18.
The Shared Power Scale (Slattery & Goodman, 2009)	15 items, reflecting the following dimensions of shared power: equality, voice, representation, shared leadership, and respect.	Slattery, S. M., & Goodman, L. A. (2009). Secondary traumatic stress among domestic violence advocates: Workplace risk and protective factors. Violence Against Women, 15(11), 1358-1379.
Kulkarni et al.'s (2013) adaptation of Kubany et al.'s	16-item checklist, reflecting traumatic events in childhood,	Kulkarni, S., Bell, H., Hartman, J. L., & Herman-Smith, R. L. (2013). Exploring individual and organizational factors contributing to

(2000) Traumatic Life Events Questionnaire.	adulthood, and in the past 12 months.	compassion satisfaction, secondary traumatic stress, and burnout in domestic violence service providers. *Journal of the Society for Social Work and Research*, *4*(2), 114-130. Kubany, E. S., Haynes, S. N., Leisen, M. B., Owens, J. A., Kaplan, A. S., Watson, S. B., & Burns, K. (2000). Development and preliminary validation of a brief broad-spectrum measure of trauma exposure: The Traumatic Life Events Questionnaire. P*sychological Assessment, 12,* 210-224.

Appendix C

Additional Data Tables

Table C1

Job Types

Current Job	%
Advocate	38.4%
Shelter Support Staff	5.3%
Shelter Manager	3.0%
Housing Coordinator	1.1%
Volunteer Coordinator	4.3%
Outreach Coordinator	4.0%
Program manager or coordinator	19.8%
Attorney	1.9%
Court / Legal Advocate	9.3%
Hospital / Medical Advocate	5.1%
Medical Personnel	1.9%
Counselor/Therapist	17.0%
Community Educator	8.1%
Prevention Educator	8.7%
Children's Advocate	5.9%
Childcare Worker	0.9%
Housekeeper / Maintenance	0.9%
Clerical Staff (Administrative Assistance, Secretary, Office Manager, Clerk, Support Staff)	5.3%
Information Technology Staff	2.1%
Human Resources Staff (Personnel Director)	1.5%
BIPP Counselor	1.1%
Communications Director (Communications Manager, Graphic Designer)	1.3%
Development Director	2.1%
Finance Director (CFO, Fiscal Officer, Bookkeeper, Accountant, Grant Writer)	2.5%
Deputy Director, Chief Operations Officer, Vice-President	1.5%
Executive Director, CEO, President	7.0%
Other	1.7%

Appendix D

Tables of Positions and Salaries

Table D1

Salary by Job Category

	Estimated Annual Salary (Thousands of Dollars)		
Job Category	mean	median	n
Current Job – Time			
Part-time	$22,100	$18,700	36
Full-time	$43,800	$38,900	422
Current Job - Hours expected per week			
Less than 20 hours a week	$10,600	$10,800	N <5
20-29 hours a week	$20,100	$18,600	25
30-39 hours a week	$42,100	$39,800	40
40 hours a week	$41,900	$37,500	343
More than 40 hours a week	$58,800	$51,000	44
Direct Service			
Below 41% time spent with survivors	$49,300	$45,550	220
41% or more time spent with survivors	$35,440	$34,000	236
Current Job Title			
Advocate	$33,000	$32,000	162
Shelter Support Staff	$29,000	$29,400	20
Shelter Manager	$38,500	$37,000	15
Housing Coordinator	$41,700	$42,800	6
Volunteer Coordinator	$36,500	$33,000	20
Outreach Coordinator	$40,300	$36,500	14
Program manager or coordinator	$47,500	$47,000	92
Attorney	$61,600	$60,000	9
Court / Legal Advocate	$36,600	$35,500	44
Hospital / Medical Advocate	$35,500	$34,200	23
Medical Personnel	$80,900	$83,800	6
Counselor/Therapist	$40,800	$40,000	83
Community Educator	$37,900	$37,000	38
Prevention Educator	$36,900	$35,000	41

Table D1 continued.

Job Category	Estimated Annual Salary (Thousands of Dollars) mean	median	n
Children's Advocate	30.3	28.2	25
Childcare Worker	$23,000	$22,500	N < 5
Housekeeper / Maintenance	$34,900	$32,800	N < 5
Clerical Staff (Administrative Assistance, Secretary, Office Manager, Clerk, Support Staff)	$29,800	$32,200	26
Information Technology Staff	$36,000	$34,000	10
Human Resources Staff (Personnel Director)	$44,400	$37,700	8
BIPP Counselor	$42,300	$38,800	6
Communications Director (Communications Manager, Graphic Designer)	$42,800	$46,000	6
Development Director	$58,900	$60,000	9
Finance Director (CFO, Fiscal Officer, Bookkeeper, Accountant, Grant Writer)	$47,200	$42,500	11
Deputy Director, Chief Operations Officer, Vice-President	$64,100	$61,800	8
Executive Director, CEO, President	$71,700	$65,000	37
Other	$49,200	$48,800	8

Table D2

Household Income and Individual Salary

		Current Job - Time		
		Part-time	Full-time	Total
Household Income				
Under $20,000	%	8.5%$_a$	1.7%$_b$	2.3%
$20,000 - 29,000	%	8.5%$_a$	9.3%$_a$	9.2%
$30,000 - 39,000	%	27.7%$_a$	18.8%$_a$	19.6%
$40,000 – 49,000	%	14.9%$_a$	11.4%$_a$	11.7%
$50,000 - 74,000	%	12.8%$_a$	17.9%$_a$	17.5%
$75,000 - 99,000	%	14.9%$_a$	17.3%$_a$	17.1%
$100,000 - 149,000	%	8.5%$_a$	15.2%$_a$	14.6%
$150,000 and above	%	4.3%$_a$	8.4%$_a$	8.1%
Total	%	100.0%	100.0%	100.0%
	n	47	474	521

Note. Values in the same row and suitable not sharing the same subscript are significantly different at p<.05 in the two-sided test of equality for column means. Cells without a subscript are not included in the test. Tests assume equal variances. Tests are adjusted for all pairwise comparisons within a row of each innermost suitable using the Bonferroni correction. Sample sizes differ from Table 1 due to different measures and missing data

Appendix E

Statistical Modeling (Regression) Tables

Table E1

Hierarchical Regression Standardized Coefficients for Turnover Intention

	Block 1		Block 2			Block 3
	β	p	β	p	B	p
Race/Ethnicity						
Asian	.020	.671	.014	.762	.002	.965
African American/Black	.099	.042	.099	.042	.082	.038
Latina	.026	.601	-.001	.990	.022	.597
Other Races	.072	.137	.067	.164	.055	.158
Salary			-.123	.011	-.104	.008
Add. Income			.006	.906	.021	.590
JSS – Supervision					-.386	< .001
PROQOL – Burnout					.347	< .001
ΔR^2	.013	.210	.014	.040	.342	< .001

Note. Salary and additional income are centered and in thousands of dollars.

R^2 = .369

Table E2

Hierarchical Regression Standardized Coefficients for Job Satisfaction

	Block 1		Block 2		Block 3		Block 4	
	β	p	β	p	β	p	β	p
Race/Ethnicity								
Latina	-.092	.068	-.112	.012	-.077	.090	-.029	.258
Asian	-.097	.043	-.059	.175	-.052	.224	-.017	.559
African American/ Black	-.081	.097	-.069	.120	-.067	.123	.031	.381
Other Races	-.026	.585	-.026	.550	-.019	.657	.024	.435
Compassion Satisfaction			.163	< .001	.172	< .001	.061	.046
Secondary Traumatic Stress			-.202	< .001	-.190	< .001	-.114	< .001
Coping			.288	< .001	.287	< .001	.090	.005
Salary					.157	< .001	.014	.448
Paid leave satisfaction							-.086	.028
Unpaid leave satisfaction							-.146	< .001
AWS – Community							.345	< .001
AWS – Control							.352	< .001
ΔR^2	.018	.086	.181	< .001	.023	< .001	.404	< .001

Note. Salary is centered and in thousands of dollars.

$R^2 = .626$

Table E3

Hierarchical Regression Standardized Coefficients for Burnout

	Block 1		Block 2		Block 3		Block 4		Block 5	
	β	p	β	p	β	p	β	p	β	p
Age	-0.183	< .001	-0.193	< .001	-0.111	.007	-.128	.002	-.127	.001
Ethnicity (Latina)	-0.111	0.039	-0.123	.006	-0.090	.027	-.083	.040	-.089	.018
Child trauma			-0.014	.766	0.046	.296	.067	.121	.067	.097
Adult trauma			-0.025	.603	-0.017	.699	.019	.661	-.035	.390
Traumatic events (12 months)			0.187	< .001	0.126	.002	.143	< .001	.120	.002
Resiliency					-0.287	< .001	-.297	< .001	-.220	< .001
Coping					-0.260	< .001	-.252	< .001	-.138	.001
Direct service (Time)							.016	.688	.009	.816
Provide supervision							.168	< .001	.102	.013
Dual focus agency							-.092	.020	-.097	.009
AWS – Workload									-.285	< .001
AWS – Control									-.030	.579
AWS – Reward									-.086	.104
AWS – Community									.001	.990
AWS – Fairness									.006	.920
AWS – Values									-.092	.072
ΔR^2	.037	< .001	.038	< .001	.173	< .001	.035	< .001	.106	< .001

Note. R^2 = .389

Table E4

Hierarchical Regression Standardized Coefficients for Secondary Traumatic Stress

	Block 1		Block 2		Block 3		Block 4		Block 5	
	β	p	β	p	β	p	β	p	β	p
Age	-.194	< .001	-.158	< .001	-.172	< .001	-.141	.002	-.128	.004
Ethnicity (Latina)	-.042	.355	-.038	.396	-.048	.281	-.036	.404	-.027	.521
Direct service (Time)			.081	.065	.071	.143	.059	.170	.099	.021
Microaggressions			.234	< .001	.218	< .001	.186	< .001	.134	.003
Child trauma					.071	.133	.088	.059	.099	.029
Adult trauma					.011	.818	.012	.792	-.005	.911
Traumatic events (12 months)					.113	.011	.087	.045	.081	.057
Coping							-.082	.067	-.032	.482
Resiliency							-.175	< .001	-.174	< .001
AWS – Workload									-.242	< .001
AWS – Control									-.040	.504
AWS – Reward									-.008	.893
AWS – Community									.024	.670
AWS – Fairness									-.038	.553
AWS – Values									.131	.024
ΔR^2	.036	< .001	.058	< .001	.021	.010	.039	< .001	.064	< .001

Note. $R^2 = .225$

Table E5

Hierarchical Regression Standardized Coefficients for Resiliency

	Block 1		Block 2		Block 3		Block 4		Block 5	
	β	p	β	p	β	p	β	p	β	p
Salary	0.086	.074	.012	.813	.022	.677	.038	.464	-.017	.753
Relationship (single = 1)			-.171	< .001	-.171	< .001	-.156	.001	-.136	.004
Age			.155	.003	.145	.006	.107	.040	.129	.012
Child trauma					.086	.101	.079	.124	.075	.131
Adult trauma					.006	.908	.011	.826	.048	.337
Traumatic events (12 months)					-.083	.086	-.059	.219	-.039	.399
Coping							.195	< .001	.108	.029
AWS – Workload									.099	.056
AWS – Control									.167	.011
AWS – Reward									-.086	.185
AWS – Community									.026	.670
AWS – Fairness									-.070	.307
AWS – Values									.242	< .001
ΔR^2	.007	.074	.039	< .001	.012	.144	.036	< .001	.085	< .001

Note. Salary is centered and in thousands of dollars.

$R^2 = .179$