



Internal and External Job Resources

He, A. S., Phillips, J. D., Lizano, E. L., Rienks, S., & Leake, R. (2018). Examining internal and external job resources in child welfare: Protecting against caseworker burnout. *Child Abuse & Neglect*, 81, 48–59.

WHAT IS THIS RESOURCE?

Using the Job Demands and Resources (JD-R) Model, this study, with 1,917 caseworkers from three states, analyzed the relationship between burnout and job demands and external and internal resources.



WHAT ARE THE CRITICAL FINDINGS?

Internal and external resources moderate the relationship between job burnout and work demands.

WHAT THE STUDY FOUND

WHAT WE CAN DO ABOUT IT

Job demands, such as job stress and time pressure, contribute to greater worker burnout.	<ul style="list-style-type: none"> Find creative ways to manage caseloads because time pressure often correlates with higher caseloads. <ul style="list-style-type: none"> - Use technology to figure out innovative ways to save time, like texting or apps that send reminders Check the NCWWI website for APPS and technology ideas.
Support by supervisors helps reduce burnout. Supervisors can soften the strain of worker burnout.	<ul style="list-style-type: none"> Acknowledge supervisor’s importance and critical contribution. Adequately prepare supervisors to do their jobs. Agencies should engage supervisors in finding out their needs.
Peer support was linked to higher levels of burnout. Workers may seek greater support from peers in order to vent or deal with stress as they may not feel support elsewhere.	<ul style="list-style-type: none"> Allow multiple opportunities for caseworkers to dialogue in a proactive manner. Increase communication among all agency staff. Find out what your workers are frustrated with.
When workers perceive that clients have access to services such as mental health, substance-use disorder treatment, and domestic violence services, they feel less burnout.	<ul style="list-style-type: none"> Strategize on ways to improve access to client services. Make sure clients have access to an array of services. Ensure supervisors and workers are aware of all the services available to their clients.
Stressful relationships with service providers trickle down to workers and cause burnout.	<ul style="list-style-type: none"> Focus on developing and growing relationships with service providers.

WHAT ARE THE IMPLICATIONS FOR OUR WORK?

Public child welfare workers bear tremendous responsibilities, such as ensuring the safety of children and families, navigating multiple service systems, maintaining documentation, and upholding organizational, state, and federal policies. Job stress and time pressure negatively impact worker well-being and child welfare agencies must attend to both issues.