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Digital Object Identifier: <https://doi.org/10.13023/etd.2022.325>

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Conceptualizing Attorney Motivation: A Study of the Representatives for Parents and
Children in the Child Welfare System

DISSERTATION

A dissertation submitted in partial fulfillment of the
requirements for the degree of Doctor of Philosophy in the
College of Social Work
at the University of Kentucky

By

Shannon Nicole Moody

Lexington, Kentucky

Director: Dr. Justin “Jay” Miller, Dean of Social Work

Lexington, Kentucky

2022

ABSTRACT OF DISSERTATION

CONCEPTUALIZING ATTORNEY MOTIVATION: A STUDY OF THE REPRESENTATIVES FOR PARENTS AND CHILDREN IN THE CHILD WELFARE SYSTEM

Background. Attorneys who represent parents and children in dependency, neglect, and abuse (DNA) proceedings are key in influencing the outcomes of the cases they carry. These influences include the length of time a child spends in the custody of the state or the necessity for foster care, visitation with family members, length of time to reunification, and recommended services for the child and parents (Courtney & Hook, 2012; Goldman, 1993; Thornton & Gwin, 2012; Zinn & Peters, 2015). The American Bar Association's analysis is that there are "four constants: high caseloads, low compensation, inadequate training, and lack of supervision" (Booth et al, 2019). Current literature doesn't provide insight on the issues related to the recruitment or retention of quality attorneys in this field. Motivation plays significant roles in choosing to engage in the field and in job performance (Van Iddekinge et al., 2018). This study will delineate a conceptual framework for factors which motivate attorneys and provide a conceptual domain for differences in conceptualization based on recruitment and retention.

Method. The exploratory study employed a participatory, mixed-methods research approach, called Group Concept Mapping (CM), to conceptualize the motivators that drive a sample of attorneys in Kentucky to the work of representing children and parents in dependency, neglect, and abuse proceedings. CM analyses combined multi-dimensional scaling (MDS) with hierarchical cluster analysis to form factors related to an area of analysis. This process actively engaged attorneys in data collection, construction, and interpretation through Group Concept Mapping to conceptualize a framework for motivation.

Results. Data were analyzed using Concept Systems™, a proprietary software developed for CM. Results indicate that attorneys who represent parents and children in the child welfare system conceptualize motivation based on eight distinct clusters: *Advocacy, Justice, Autonomy, Mastery, Support Environment, Achievement, Intrinsic Motivations, and Prosocial Motivations*. Based on the rating analysis, attorneys rated the importance of those factors for recruitment and retention within close ranges (>.20), except for the *Autonomy* and *Achievement* clusters. *Autonomy* and *Achievement* demonstrated a higher priority for the clusters at recruitment than retention.

Conclusion. This research study sought to analyze and develop a conceptual model relating to motivators for attorneys employed as representation for children and parents in child abuse cases. The study revealed that attorneys conceptualized motivation with eight distinct ideas: *Advocacy, Justice, Autonomy, Mastery, Support environment, Achievement, Intrinsic motivations, and Prosocial motivations*. The *Autonomy* and *Prosocial motivation* clusters were identified by participants as most actionable, which speaks to the importance of accommodating an individual's ability to control their time, task, technique, and promote the well-being of others. The findings provide insight on potential recruitment and retention strategies for attorneys serving parents and children.

Policymakers, court program administrators, and researchers are urged to consider this conceptualization as decisions related to attorney workplace context, support, and practice expectations are made.

KEYWORDS: Child Welfare, Attorney, Motivation, Concept Mapping, Parent, Child.

Shannon Nicole Moody

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07/24/2022

Date

CONCEPTUALIZING ATTORNEY MOTIVATION: A STUDY OF THE
REPRESENTATIVES FOR PARENTS AND CHILDREN IN THE CHILD WELFARE
SYSTEM

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DEDICATION

To my parents who nurtured the passion and curiosity that guides me daily. To my partner Sean who advocates for my success and my joy at every opportunity. And to my family and friends, most notably my sister Jill, who sees me and supports me as I find my way. I dedicate this work in memory of my grandmother Sandra W. Peruskie.

ACKNOWLEDGMENTS

The following dissertation, while my work alone, would not be possible without the support of many. My committee chair, Dr. Justin “Jay” Miller, provided guidance, insight, and helpful debate to further shape my thinking. Committee member Dr. Natalie Pope provided a space to reflect, thoughtful and necessary feedback, and never-ending encouragement along the way. I wish to thank my entire committee, including Dr. Antonio Garcia, Dr. Scott Bauries, and Dr. Terry Malone, for their support, questions, and commitment to helping me grow academically.

In addition to my committee, there are others who supported me throughout my doctoral experience whom I would like to acknowledge. Dr. Terry Brooks with his support, flexibility, and encouragement created the space for me to pursue furthering my education while still doing the work that I love at Kentucky Youth Advocates. I’d like to acknowledge my cohort members Dr. Douglas Foote, Lindsay Littrell, and Molly Bode and thank them for being a source of positivity and grounding. I would especially like to thank the individuals who step up for children and their parents in the child welfare system: the attorneys, social workers, judges, and others who find the capacity to look for strengths, provide grace, and help where needed.

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CHAPTER 1. INTRODUCTION

Job performance is of great interest to many employment sectors across the spectrum of public, for-profit and nonprofit entities. Performance is especially important when it can influence the physical or psychological safety of a child or ensure the protection of a parent's rights. Attorneys who represent children and their parents in the child welfare system are positioned to alter the course of their client's lives (Booth et al., 2019; Duquette et al., 2016; Thornton & Gwin, 2012). High-quality legal representation for marginalized individuals, specifically parents and children in dependency, neglect, and abuse proceedings, is a burgeoning issue on the national, state, and local levels and is essential to individuals' access to justice and services.

Parents and children involved in child maltreatment court proceedings rely on attorneys for advocacy and help navigating the legal processes (Child Welfare Information Gateway, 2021). In the United States, parents and children have the right to legal representation via an attorney—or for children, guardian ad litem—in dependency, neglect, and abuse proceedings (Child Welfare Information Gateway, 2021). The American Bar Association's (ABA) standards for parent and child representation emphasize the need for attorneys to be zealous legal advocates, taking the time to learn and understand their clients' circumstances (Administration on Children Youth and Families, 2017). The ability to practice 'zealous' advocacy is generated through individual practice, competence, and a well-functioning system (American Bar Association, 2011, p. 5; Family Justice Initiative, 2019). Attorneys performance of their duties in a high-quality manner is dependent on two key factors: cognitive ability and

motivation (Van den Broeck et al., 2021). Employment motivation is a complex construct that has been studied for decades (Deci et al., 2017; Herzberg, 1968).

The factors that motivate attorneys to represent their clients in a quality way are of great importance. While studies related to motivation help to inform employee performance broadly, research about the factors motivating attorneys in public interest settings is limited. There is no research that explicates the motivational factors of attorneys who represent children and parents in the child welfare system. The systemic and individual nuances that influence high-quality legal representation are essential to developing a better understanding of action that must be taken within the legal system and among attorneys to ensure parents and children are well represented. This study will address the current gaps in the child welfare literature related to quality legal representation, specifically, what motivational factors influence the quality of representation by the attorneys who provide it.

STATEMENT OF THE PROBLEM

The legal representation of parents and children in the child welfare system because of child maltreatment is critical to the short- and long-term outcomes for those involved. In 2020, over 618,000 children in the United States were identified as victims of child maltreatment, a rate of 8.4 children per 1,000 (U.S. Department of Health & Human Services, 2022). In the United States, the Child Abuse Prevention and Treatment Act (CAPTA) of 1974 requires a myriad of responses to these incidences of abuse and neglect by both the community and the courts (Child Welfare Information Gateway, 2021). Funding and guidance to states and jurisdictions for the purpose of child abuse and neglect prevention comes through CAPTA, as well as other funding arms for treatment,

investigation, and prosecution activities (Child Welfare Information Gateway, 2021). Those activities include the engagement of the courts and often a need for legal representation. Each state or territory in the United States is required by the Child Abuse Protection and Treatment Act (CAPTA) provision to appoint a guardian ad litem (GAL) to every child whose case results in a judicial proceeding, whether it is an attorney, or a Court Appointed Special Advocate (CASA). Similarly, parents have the right to an attorney if they cannot afford one, as determined by the state's definition of indigency (Child Welfare Information Gateway, 2019). Parents and children obtaining legal representation for dependency, neglect, and abuse (DNA) proceedings are typically poor and disproportionately people of color (Puzzanchera & Taylor, 2021; U.S. Department of Health & Human Services, 2021).

In recent years, legal representation in child welfare is a growing topic of discussion, in part related to the discourse around equity and access to justice. In response to questions from child welfare news source *The Imprint* in 2020, Children's Bureau top advisor David Kelly stated:

There is a lot of bad or mediocre practice out there. We want to help support the best and most effective types of (legal) representation possible because that gives us the best chance of ensuring children get what they need and we protect critical parental liberty interests. (Kelly, 2020, para. 3)

While the need for attorneys to represent children and parents in DNA proceedings is acute, the pool of attorneys practicing in this space, especially those with a wide range of skills and experience, is limited (Duquette et al., 2016; Guggenheim & Jacobs, 2013). There are not enough experienced practicing attorneys representing children and parents

in the child welfare system, nor are there clear strategies for recruitment and retention of attorneys to practice in this area. In addition, data related to overall workforce trends is limited. There are no national caseload averages or specific compensation estimates, though in a recent report from the ABA, four constants were identified: “high caseloads, low compensation, inadequate training, and lack of supervision” (Booth et al., 2019, para. 6). This reality demonstrates the need for solutions to be developed for increasing the number of attorneys who represent children and parents, as well as strategies to be cultivated for retaining those who provide quality legal representation. Motivating factors, which influence performance, should be considered as a potential source for solutions.

A review of the available academic literature, legal journals, and publications, as well as relevant professional organizations including the ABA, National Association of Counsel for Children (NACC), and National Alliance for Parent Representation (NAPR), makes it clear that quality legal representation is a significant need that lacks appropriate action. Effective advocacy by attorneys is identified as a crucial and exceedingly difficult task because of the challenges they face related to caseloads, case complexity, low compensation, and the numerous difficulties their clients also face (Vandervort & Sankaran, 2008). The ABA has published respective standards of practice for representing children and parents in the child welfare system to help guide the practice of attorneys (ABA Center on Children and the Law, 2018; American Bar Association, 2006). The standards are separate and include differences in emphasis of the standards. Additionally, a partnership between the University of Michigan Law School, NACC, and the U.S. Children’s Bureau led a multiyear research project that resulted in the

development of the National Quality Improvement Center on the Representation of Children in the Child Welfare System (QIC-ChildRep) and a model for practice to improve children's legal representation (National Association of Counsel for Children, 2016). While there are standards and pilot programs for improving legal representation (Duquette et al., 2016; Guggenheim & Jacobs, 2019; Thornton & Gwin, 2012; Zinn & Peters, 2015), states and jurisdictions continue to struggle to ensure parents and children are adequately represented (Heimov et al., 2017).

As structural challenges persist across the child welfare system specific to legal representation, solutions to address those struggles have also started to surface. The recently developed Family Justice Initiative (2021) has delineated fundamental attributes for quality legal representation for both the individual attorney and the court system that employ or interact with them (Family Justice Initiative, 2019). Those attributes are summarized to include:

The fundamental attributes of quality representation for both children and parents that must be met by individual attorneys are those attributes that are already required of attorneys under their codes of professional conduct. The fundamental attributes that must be met by systems or structures governing legal representation for children and parents in child welfare proceedings are those elements that must be in place to allow parents' and children's attorneys to meet their individual obligations to their clients. (Family Justice Initiative, 2019, p. 2)

The individual attributes included are legal advocacy, out-of-court advocacy, cultural humility, and scope of representation (Family Justice Initiative, 2019). The system attributes include adequate caseloads and compensation, access to an interdisciplinary model, ensuring diversity, inclusion and cultural humility, an opportunity for meaningful meetings based on the timing of the appointment, support and oversight, and accountability aided by data usage (Family Justice Initiative, 2019). There

are two critical assumptions in the listed attributes: 1) attorneys are motivated to demonstrate the attributes expected and 2) attorneys are satisfied with a system that demonstrates the system attributes identified. Currently there is no research that explicitly affirms those assumptions. This means the experts who are developing, evaluating, sustaining, or changing the current structures of representation are operating under an assumption that is not empirically supported by an understanding of one of the most important factors that leads to high-quality performance from attorneys: motivation.

PURPOSE STATEMENT

Researchers and practitioners invested in the improvement of the child welfare system as it relates to legal representation are working to address both individual and systemic issues. The individual and systemic issues both impact job performance, however there is a lack of understanding around why they influence performance. There is not a well-defined model for the motivational factors of attorneys who represent children or parents in the child welfare system. This study aims to develop a conceptual model of the motivational factors for high-quality legal representation for children and parent attorneys in child welfare proceedings. This dissertation sought to develop that model by posing two interconnected questions:

- 1) How do parent and child attorneys for dependency, neglect, and abuse proceedings conceptualize the factors that motivate high-quality legal representation?
- 2) Do the identified motivators differ in importance for attorneys between recruitment and retention?

CONCEPTUAL FRAMEWORK

The study is organized and constructed around three major assumptions. The first assumption is that job performance is influenced by an individual's motivation and workplace context. The second assumption is that individuals—attorneys, in this study—reflect on and perceive their experience in their own unique way in connection with their social and physical environment. The third assumption is that marginalized individuals should be provided high-quality legal representation by zealous advocates who perform their job duties to the best of their abilities within a system that supports their efforts. The paragraphs that follow provide summaries of ideas that are discussed throughout this study.

Motivation. Motivation is a major driver of job performance and is essential when considering opportunities to promote the quality of legal representation. Employee motivation is often defined as an influence that “directly affects the direction, intensity, and duration or persistence of effort” (Van Iddekinge et al., 2018, p. 250). The success of the parents and children in the child welfare system is in part related to the quality of representation they receive. There is a clear connection between the outcomes of children and parents in the child welfare system and the motivation of the attorneys who represent them. In studies with a focus on employment motivation, motivations are typically a mediator between independent variables like workplace context/environment and individual difference (i.e., goals, orientations) and the dependent variables of work performance and well-being (Deci et al., 2017). More simply explained, an individual's work environment and personal preferences are mediated by their basic needs and motivations that then influence job performance and well-being. The Family Justice Initiatives' identified attributes are organized similarly: the workplace context and

individual responsibilities are identified but there is no explicit reference to motivating factors (Family Justice Initiative, 2019). The connection between motivation and employment performance underscores the need to understand what motivates attorneys to provide quality services to historically oppressed individuals: the often poor and undereducated children and parents engaged in the child welfare system.

Social Constructionism. Social constructionism refers to the notion that individuals understand their reality socially. Parton (2003) summarized social constructionism as humans constructing a coherence and a purpose for existence through social interactions, the language used, and assigned meaning through experience. For this study in particular the focus is attorney perception of the factors that motivate themselves and their peers.

Standpoint theories and Professional Marginality. Individuals who are systemically disadvantaged due to their age, gender, race/ethnicity, economic status, sexual orientation, and other factors deserve equitable treatment, including legal representation. Professional marginality and standpoint theories are both based in the notion that hierarchical structures, in community and within professions, leave individuals who lack power in the margins of those groups (Butler et al., 2012; Harding, 2004). Individuals obtaining legal representation in the child welfare system are often disproportionately poor, or are individuals of color, or maintain the status of ‘child’ rather than adult. Attorneys are hindered by a system that doesn’t value those they represent, nor are they often valued by their peers who do not practice public interest work (Zaloznaya & Nielsen, 2011).

The central concepts identified above undergird the study discussed in the chapters following. The study's significance is articulated in the following paragraphs.

SIGNIFICANCE OF THE STUDY

Child abuse and/or neglect is widespread in the United States, and when it is suspected and reported, labyrinthine systems created to address the incidence and aftermath of the issue mobilize to intervene. Government systems across the globe have created departments and divisions, enacted laws and regulations, and invested incalculable dollars to address not only the maltreatment that occurs but also the impact on the child and the parents or caregivers. The systems developed to address child abuse and neglect must meet the needs of the individuals involved to be effective.

The systems developed to address maltreatment include a focus on both the alleged perpetrator of abuse as well as the child victim. A majority (77.5%) of perpetrators of child maltreatment are the child's parent(s) and the most commonly identified perpetrators are White (48.9%), African American (21.1%) and Hispanic (19.7%) (U.S. Department of Health & Human Services, 2021). Research also tells us that families who are poor are more likely to experience crisis, and poverty is still the greatest predictor of child abuse and neglect (Martin & Citrin, 2014). The most common risk factors related to the home include drug abuse, domestic violence, and caregiver participation in public assistance programs (U.S. Department of Health & Human Services, 2021). The American Academy of Pediatrics also found that a higher concentration of poverty in counties is associated with an increased rate of child abuse fatalities (Farrell et al., 2017). Child abuse continues to be a societal issue that carries with it social justice implications, especially for parents and children of color.

Social workers' ethical principles include serving people in need to address social problems and challenging injustice (National Association of Social Workers, 2021). The child welfare system is interdisciplinary. Social workers, attorneys, judges, and the clients involved all play a role in case outcomes. Social workers often must collaborate with other actors within systems to fulfill their professional duties. Within the child welfare system, social workers rely on attorneys to advocate for parents and children. The performance of the attorneys impacts social workers, and vice versa (Johnson & Cahn, 1995; Pott, 2017).

Attorneys who represent parents and children in DNA proceedings influence the outcomes of the cases they carry. While there are no national statistics on the percentage or number of parents who are appointed an attorney for representation in DNA cases, appointment of counsel due to indigence is determined by income eligibility based on federal poverty levels. Current data indicates people of color experience poverty at a higher rate in the United States compared to White individuals (Creamer, 2020). The quality of representation of a child and their parents in dependency proceedings can substantially affect key factors and outcomes surrounding their interaction with the child welfare system (Courtney & Hook, 2012; Duquette et al., 2016; Zinn & Slowriver, 2008). These influences include the length of time a child spends in the custody of the state or the necessity for foster care, visitation with family members, length of time to reunification, and recommended services for the child and parents (Courtney & Hook, 2012; Goldman, 1993; Thornton & Gwin, 2012; Zinn & Peters, 2015). Social workers are engaging with both parents and children before and after court proceedings. Social workers are involved in the systems that serve parents and children who access those

services, including substance use or mental health services, foster care and adoption services, family reunification services, safety net supports. If the intervention is not successful, social workers also serve families who experience long-term impacts of abuse and neglect or ineffectual interventions with housing supports, juvenile or criminal justice system services, or employment supports (Salsberg et al., 2020).

Due to the work social workers engage in on the practice and policy levels as well as the interaction with attorneys in the child welfare system, a better understanding of factors that influence attorney performance is needed. Legal representation impacts children and parents through direct advocacy or indirect influence on the operation of the court through practice (Courtney, 2019). Representation by an attorney is associated with perceptions of fairness by all parties, client or stakeholder engagement in case planning, access to services and court hearings, personally tailored and specific case plans and services, visitation and parenting time, timelines to permanency, and cost savings due to a reduction of time in care (Administration on Children Youth and Families, 2017). The attorney for the parent or child can impact entry into foster care, how and when a parent and child are reunified, or how long it takes for a child to be adopted or reach some other sort of permanency (Courtney & Hook, 2012; Thornton & Gwin, 2012; Zinn & Peters, 2015). These are life-altering outcomes for involved families and it is well established in research that parents and children need legal representation to guide complex court proceedings and advocate for service needs (Courtney & Hook, 2012; Duquette & Darwall, 2012; Lehrmann, 2010; Thornton & Gwin, 2012). Social workers have a clear stake in the outcomes of attorney representation. The child welfare community needs to

understand both the reasons behind attorney performance as well as potential strategies to improve it.

Recent policy and practice changes on the national level have reignited conversation around access to high-quality representation and the current quality provided. The Children’s Bureau, a federal agency that collaborates with state and local child welfare agencies to improve those systems, released guidance in 2017 explicitly stating that federal monies can be used to reimburse for legal services and attorneys’ fees for parents and children (Administration on Children Youth and Families, 2017).

Additionally, in June of 2021, the proposed reauthorization of Child Abuse Prevention Treatment Act (CAPTA)—while currently stalled in Congress after passage in a Senate Committee—includes language that would require legal representation by a trained attorney for all parents for the duration of the court’s jurisdiction (*CAPTA Reauthorization Act of 2021*, 2021). Child advocates are calling for the latest reauthorization of CAPTA to include representation for children by a trained attorney, a provision not currently guaranteed in every state (Dvorchak & Green, 2021).

Researchers, advocates, and attorneys are working collaboratively to ensure policy and practice reflects the needs of those impacted.

1.1.1 Motivation

Competent and quality legal representation is not only critical for better outcomes for parents and children in the child welfare system, but also an essential part of staying motivated and engaged as an attorney. Employment research demonstrates that performing a job well and possessing the mastery, or competence, to do it well are factors

motivating individuals to continue performing the job at a high level (Deci & Ryan, 2000; Pink, 2009).

1.1.2 Employment Motivation

Motivation is studied across disciplines including psychology, sociology, economics, social work, and public policy and administration. The concept of motivation is deeply rooted in human behavior (Maslow, 1943). Motivation is conceptualized through lines of inquiry from corporations and governmental agencies as well as academic research. Decades of investigation has produced content theories, process theories, and contemporary theories related to motivation (Badubi, 2017; Kanfer et al., 2017). Motivation also has two distinct characteristics within human behavior: state and trait. Trait is an enduring type of motivation uninfluenced by context; state is situationally specific or not static (Van Iddekinge et al., 2018). This distinction is important when considering how the knowledge developed in the study can be applied. Motivation is a central concept in this study because it has the potential to provide understanding into what drives quality representation in child welfare cases, as well as why attorneys pursue or maintain employment in this area of law practice.

Maslow's Hierarchy. Historically, motivation rose to visibility with the study of human behavior and a focus on defining what drives individual or group action. Maslow's Hierarchy of Needs is a well-known framework that assists those in helping professions to understand how to meet individuals where they are, often starting with addressing the most basic needs of individuals: physiological and safety needs (Maslow, 1943). The highest levels of the hierarchy, though the hierarchy is described as less fixed and more fluid, *esteem needs* and the *need for self-actualization* as Maslow (1942)

defined, are “...to become everything that one is capable of becoming,” and are often connected to vocation (p. 382). While researchers have argued about the concept of a hierarchy rather than a fluid framework, Maslow’s foundational and content-focused theory is still relevant (Kanfer et al., 2017; Latham & Pinder, 2005). Maslow’s work is often identified as the foundation for employment-motivation research.

Two-Factor Theory. Pertaining to employment, Frederick Herzberg built upon Maslow’s hierarchy with a focus on two factors—hygiene and motivator factors. Herzberg found that job satisfaction is affected by motivator factors like recognition or achievement, and job dissatisfaction is influenced by hygiene factors including working conditions, base salary, and employment policies (Herzberg, 1968). Herzberg argued that what drives employees to stay engaged with work is often dependent on the individuals’ motivations related to the work, or dependent on hygiene factors that can lead to dissatisfaction if employees’ needs related to the work environment are not met (Schwab & Cummings, 1970). Process theories and contemporary motivation theories expand on the drivers of motivation and how motivation is influenced as employment has changed over the last several decades, though Herzberg’s two-factor theory continues to be tested and confirmed (Badubi, 2017; Van Iddekinge et al., 2018).

Self-Determination Theory. Motivation is the undergirding reason that individuals wake up and carry out actions, including the work they undertake. “To be motivated means to me moved to do something” (Ryan & Deci, 2000, p. 54). The drivers of human behavior, or motivation, are rooted in biology, external rewards, and punishment, and what is now called *intrinsic* motivation, or the joy of the task itself, which has been studied since the 1930s (Deci & Ryan, 2000). Ryan and Deci began

research on extrinsic and intrinsic motivators in the 1970s, building on Harry Harlow's findings on intrinsic motivation and making the case that while extrinsic motivations are helpful in performance, they can also hinder intrinsic motivation and performance (Deci & Ryan, 2000; Pink, 2009). Effective, high-performing employees are motivated to be effective and high performing when the employees' needs are met (Herzberg, 1968; Kanfer et al., 2017; Ryan & Deci, 2000). Ryan and Deci's Self-Determination Theory (SDT) is a macro theory foundationally guided by Herzberg and others, which asserts that humans have innate tendencies to develop an elaborate sense of self, meaning the fundamental psychological needs of humans are positively and negatively affected by environmental and social contexts (Deci & Ryan, 2000; Ryan & Deci, 2000). Ryan and Deci (2000) describe the three needs that are supported or antagonistic to human functioning: competence, autonomy, and relatedness. Competence is a felt "desire to experience opportunities to demonstrate and express effective capabilities" (Blaze, 2019, p. 550). Autonomy underscores the need for individuals to act on their own interests and values; relatedness is the need to feel connected to others (Blaze, 2019). Relatedness is identified as a critical element because relationships are vital for adjustment and well-being (Ryan & Deci, 2000). As identified in a meta-analysis utilizing SDT, environments, such as the systems that employ attorneys, can hinder or fulfill the essential needs of individuals. Further, motivation can dictate for an employee the choices they make, the decision to expend effort in their work, and how persistent they are in their level of effort (Van Iddekinge et al., 2018).

Prosocial Motivation. Prosocial motivation is "the desire to expend effort to benefit other people" (Grant, 2008b, p. 48). Prosocial motivations, public service

motivation and intrinsic motivation are often conceptualized in connected ways. The available academic research clearly distinguishes these three concepts in both quantitative research and further interrogation of proffered research on motivation. Prosocial motivation has seen recent interest in academia as the support and has been shown to be a distinct concept from PSM, both empirically and theoretically (Grant, 2008a; Ritz et al., 2020). Prosocial motivation is less intrinsically driven in that the root of the action is connected to introjected goals, meaning, they are not driven by enjoyment but by a need to fulfill values or identities or protect self-esteem or avoid guilt (Grant, 2008a). As it relates to employment, prosocial motivation has been shown to strengthen the relationship between creativity and intrinsic motivation, proactive behaviors, and self-evaluations and performance (Grant, 2008b).

Pink's Framework. Academics and interested parties continue to investigate the concept of motivation and employment. In addition to Herzberg's and Ryan and Deci's research, there is an emerging theory related to employment motivation as industrialized companies more heavily utilize employees for thought work, rather than physical labor. While academics have not fully embarked on testing his theory, author Daniel Pink's (2009) considerations related to three factors that influence motivation are key as we approach investigating motivations in this study. Pink's *Drive* theorizes employment motivation for the modern-day employee has three elements: autonomy, purpose, and mastery (Pink, 2009). Pink (2009) describes autonomy in relation to employment as personal control over the 4 Ts: Task, Time, Technique and Team. Pink explains the core concepts of mastery, not in contrast to competence but building from it. The concept of *mastery*, as described by Pink has three laws: Mastery is a Mindset, Mastery is a Pain,

and Mastery is an Asymptote. Mastery, collectively, is the notion that competence is not fixed, but incremental, and can grow with effort, it is just difficult enough that an individual stays engaged, and mastery is attractive because it is elusive. Purpose is closely connected to SDT's relatedness construct; however, Pink discusses it as a drive to do something in the service of a context bigger than our individual self. *Drive* provides multiple studies and evaluations from companies as evidence for the need for this new framework.

Public Service Motivation. Public service motivation (PSM) was conceptualized with a focus on individuals who are employed by governmental and non-governmental agencies. The motivators were defined as an attraction to policymaking and a commitment to the public interest, compassion, and self-sacrifice (Perry & Wise, 1990). It is often explained as an orientation to providing services to people with a focus on the greater good (Ritz et al., 2020). PSM is different from prosocial motivation in that it is “more abstract” and based on higher-level interpretations. (Ritz et al., 2020, p. 989).

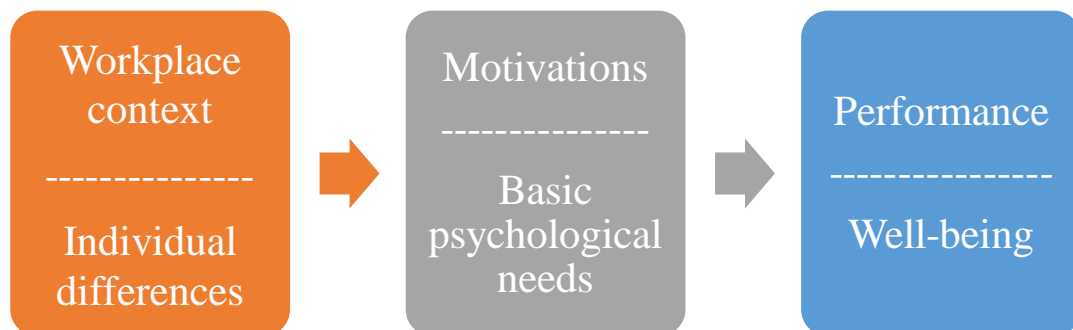
1.1.3 Motivation Theories Summary

Overall, the current theories of employment motivation can help to explain what drives a person to participate and engage in employment, remain in that employment setting and perform at a high level. Herzberg (1968) discussed the influences that workplace setting, individual preferences, and meeting basic needs have on employment satisfaction and motivation, two different concepts. Ryan and Deci's (2000) SDT further delineated intrinsic and extrinsic motivators that drive human behavior as explained in compilation of six mini-theories. As demonstrated in Figure 1, and explained in Deci et al. (2017), workplace context and a person's individual differences can support or thwart

an employees work performance and well-being, mediated by the employees own motivations and meeting or not meeting basic psychological needs. More simply, a person's job performance is influenced by their workplace setting and individual orientations and is mediated by their motivations and basic needs. Prosocial motivation, PSM, and Pink's Framework are all focused on types of motivations that further illuminate or develop the spectrum of extrinsic to intrinsic motivation developed through SDT. Prosocial motivation is identified as still somewhat external, or introjected, and PSM falls on the spectrum as internally regulated or intrinsic (Apfel, 2011; Ritz et al., 2020).

Figure 1

The basic self-determination theory model in the workplace



Note. Adapted from Deci et al. (2017).

CHAPTER SUMMARY

In this chapter, the current challenges within the child welfare system, more specifically the importance of access to quality legal representation were presented. The chapter provided a brief overview of the study purpose and research questions that are addressed in the chapters that follow. Also discussed is the conceptual framework for the study as well as key definitions related to employment motivation. In Chapter 2, there is a summary of the available literature related to employment motivation and attorneys.

CHAPTER 2. LITERATURE REVIEW

The chapter begins with background on quality legal representation within the child welfare system. Following this is a discussion of the importance of motivation as an influence on quality representation. Research specific to the motivating factors of attorneys is scant, but currently available empirical studies on this topic are reviewed. The overall aim of the study is to develop a conceptual model of the motivational factors for high-quality legal representation by children and parent attorneys in the child welfare system. The goal of the study is to answer the following research questions:

RQ 1. How do parent and child attorneys for dependency, neglect, and abuse proceedings conceptualize the factors that motivate high-quality legal representation?

RQ 2. Do the identified motivators differ in importance for attorneys between recruitment and retention?

IMPACTS OF LEGAL REPRESENTATION ON PARENTS AND CHILDREN

Publications over the last two decades from academic researchers and professional groups highlight the impact of quality legal representation for both parents and children in the child welfare system. As inquiry grows around this topic, academic research is lending to more rigorous approaches. Available program evaluations examine models of parent representation or child representation, while other studies focus on the outcomes for both parents and children collectively (e.g., Courtney, 2019; Gerber et al., 2020; Gerber et al., 2019; Thornton & Gwin, 2012). Yet another arena of research involves perceptions of quality of representation as identified by youth in care, foster parents, and attorneys (e.g., Miller et al., 2020; Miller et al., 2019; Miller et al., 2017;

Miller et al., 2018) in the child welfare system, as well as the perceptions of stakeholders related to fairness of representation (e.g., Thomson et al., 2017; Wayne & Smith, 2016). The following paragraphs provide a brief overview of key articles related to quality attorney representation as they connect to individual attorney attributes or system attributes.

2.1.1 Legal Representation of Parents

There is a growing list of evaluations of programs created to improve legal representation of parents in the child welfare system. Gerber et al. (2019) performed a quasi-experimental study on a program based in New York that provided services to parents through *interdisciplinary law offices* (ILO) that employ specialized salaried attorneys, social workers, parent advocates and other supports to provide a holistic case practice approach. The comparison group were represented by contracted panel attorneys, who also met the ABA representation standards. Panel attorneys individually manage the administration and maintenance of their practice and can employ the use of professional colleagues, like social workers, with a request to the court. Gerber et al. (2019) found that the parents under the ILO model achieved overall permanency, whether through reunification or guardianship, more quickly and children spent 118 less days in foster care. Gerber et al. (2019) made clear that while studies of other parental representation support the use of an interdisciplinary or multidisciplinary approach, the available studies all have limitations due to their research designs.

Thornton and Gwin (2012) analyzed the evaluative outcomes of three parent-representation programs with a mix of evaluation sources and strategies. The article includes a review of programs in New York City, Detroit, and Washington state that have

an interdisciplinary format including attorneys, social workers, parent advocates and other supports available for staff and parents. Overall, they conclude that quality, interdisciplinary parental representation may help to allay some of the “human costs” that are often experienced by youth who experience foster care, including juvenile justice involvement, homelessness, and poverty (Thornton & Gwin, 2012, p. 152). They also found that all three programs reduce the time children spend in foster care, lead to faster and more successful family reunification due to quality representation, and, if parents receive representation at the time of child protective services investigation, reduce the likelihood of removal (Thornton & Gwin, 2012). The authors also identify a benefit to the child welfare system: the outcomes identified reduce expenses for out-of-home placement, agency costs, and other court costs. While the information provides insight, the article is an example discussed by Courtney (2019) below, related to a need for evaluation that shows a causal relationships.

In a research brief on the importance of evaluating the impact of legal representation, Courtney (2019) noted that future research needs to focus on causal relationships as many of the available evaluations use observations about the association between involvement of their representation program and the outcomes their participants experienced. To create opportunities to establish the causal relationship, Courtney (2019) calls for random assignment to clients or site-based random assignment to better understand the causal impacts of legal representation programs. Barriers to achievement of quality legal representation for those involved in the child welfare system are often rooted in access to justice and structural issues, whereas it seems much of the focus of the discourse on children’s representation is on the individual attorney’s practice approach.

2.1.2 Legal Representation of Children

In many ways, the research related to child representation is evolving like that of parental representation. Children are a historically oppressed and vulnerable group, much like their indigent parents unable to afford legal representation (Barth & Olsen, 2020). A growing body of research indicates that the quality of legal representation for children affects length of time in care, timeliness to permanency, family visitation, and referrals for services (Courtney & Hook, 2012; Goldman et al., 1993; Lehrmann, 2010; Zinn & Peters, 2015). Duquette et al. (2016) executed a comprehensive review of the challenges to quality child representation, emerging models for representation, a profile of lawyers representing children, and the impact of attorney activities. A best-practice model and six core skills necessary for attorneys to improve child representation emerged from the comprehensive analysis of child representation that was developed (Duquette et al., 2016). Those six skills included (Duquette et al., 2016):

- 1) Enter the child's world, meaning engage with the child.
- 2) Assess child safety.
- 3) Actively evaluate needs.
- 4) Advance case planning.
- 5) Develop case theory.
- 6) Advocate effectively.

The identified skills are attorney responsibilities. The book goes on to outline recommendations for improving legal representation for children with considerations around child abuse prevention through a public health lens, federal investments, a legal structure to support representation, workplace settings that emphasize specialization,

caseload caps, training and certification, and interdisciplinary or multidisciplinary practice (Duquette et al., 2016). The national needs assessment of attorneys who represent children in the child welfare system revealed that “caseloads are thought to be too high...attorneys simply do not have the time necessary to perform all the functions of their jobs” (Duquette et al., 2016, p. 38). Much of the focus of the analysis pointed to individual representation and implementation and support of high-quality representation. An exploratory study from Miller et al. (2020) offered findings that examined attorneys’ perceptions of foster youth representation in dependency court proceedings and found that while attorneys believe their representation has an impact on the foster care experience, they perceive quality to be rated lowest among all of the variables of interest, including perceived quality of legal representation, perceived quality of the relationship between youth and attorney, and quality of communication. A greater emphasis on attorney practice, individually, is more prevalent in the available research compared to potential system supports. However, much of the research related to the challenges to quality representation pertaining to public interest attorneys focuses on the attributes of the system. There are very few available articles specific to quality child welfare attorney challenges.

CHALLENGES TO QUALITY

There are very few empirical articles in the literature that clearly articulate challenges to quality legal representation. This may be due to a focus on measuring and identifying quality. While research is scant as to the causal relationship for quality representation based on the challenges the ABA outlined, data related to pay and administrative supports is available. More research is needed to demonstrate a clear

connection between the barriers faced by attorneys and the impacts on representation. As discussed in Chapter 1, factors that motivate employees to enter employment or maintain employment are connected to both the employers' environment and support as well as the individual's needs being met (Van Iddekinge et al., 2018).

Task/Process Support. One area identified as a challenge in recent studies or technical reports is a lack of organizational supports that impacts capacity for attorneys in the public service sector, as many public interest attorneys are without the support of paralegals, administrative support, and/or investigative support (ABA Center on Children and the Law, 2020; D'Andrea, 2012; Five Points Technology Group, 2014; Orlebeke et al., 2015; Texas Children's Commission, 2018). Because many attorneys are solo practitioners or in small firms, pay may be impacting the ability to secure some of these supports (D'Andrea, 2012).

Compensation. The ABA's identification of compensation as a challenge to quality representation is likely based on the available data related to pay. Compensation for attorneys who represent the indigent or minors in dependency proceedings is not tracked nationally, but the average wages for a first-year attorney in a public service sector are between \$48,000 to \$58,300 (American Bar Association, 2021). Consequently, for a new attorney, a major impetus for not taking a job in the public sector may be the difficulties inherent in repaying the student loans which are often necessary to attend law school while earning a relatively low salary. Given that over 80 percent of law students take out loans of amounts that average between \$90,000 to \$130,000, that debt potentially influences the salary new lawyers seek (American Bar Association, 2021). While compensation is an extrinsic motivator, it is also connected to an individual's need for

satisfaction and impacts autonomy (Deci et al., 2017). Researchers found that equitable pay not contingent on performance paired with an “autonomy-supportive context” (i.e. employees have control over their time and tasks) leads to high-quality performance (Deci et al., 2017, p. 36).

Cultural Humility. Another possible barrier to quality representation is a poor understanding of implicit biases or cultural norms. The Family Justice Initiative identified a need for training related to cultural humility, diversity, and inclusion (Family Justice Initiative, 2019). Only 4.7% of attorneys identify as African American although the U.S. population is 13.4% African American (American Bar Association, 2021). Black/African American children make up more than 23% of children in foster care yet represent less than 15% of the total population of children overall (Child Welfare Information Gateway, 2021). This means it is unlikely that children in the foster care system or their parents are being represented by those who share a similar racial or ethnic background. While improving slowly, the legal field also lacks diversity in sexual orientation and gender as 3.3% of attorneys identify as LGBT (American Bar Association, 2021). A recent study calculated that youth in foster care who identify as LGBTQ* are on average 2.5 times more likely to experience foster care than heterosexual children. This creates a potential for issues related to a lack of cultural understanding or implicit bias for those representing youth of color or youth not of the same gender identity or sexual orientation. While the ABA has acknowledged the slow pace of growth in diversity and has identified strategies and recommendations to address it (American Bar Association, 2021), the problems continue to persist and affect representation of youth and their families. There is no

available national demographic data on the attorneys who represent children or parents in the child welfare system.

There are likely other challenges that contribute to attorney performance and providing quality representation, they are just not available in the research. Due to the connection between job performance and motivation, additional studies are discussed below to further illustrate the need for an understanding of attorney motivation in the child welfare system.

ATTORNEY MOTIVATION

Limited articles are available that discuss the connection between attorney performance, attorney practice, and motivation. In the paragraphs following, research connected to motivation and attorney practice are discussed. An employee's motivation is driven by internal and external forces (Herzberg, 1968). The external, or extrinsic factors, are provided by the employer; the internal, or intrinsic factors, are subjective and determined by the individual (Herzberg, 1968). This means that extrinsic motivators (i.e., pay, benefits, administrative supports, etc.) also vary widely by jurisdiction. The external or structural factors of employment (i.e., pay, benefits, supports, etc.) are the subject of the studies discussed above related to the impacts on attorneys who represent children or parents (e.g., ABA Center on Children and the Law, 2020; Courtney & Hook, 2012; D'Andrea, 2012; Gerber et al., 2019).

Motivation and General Law Practice. In Pink's *Drive* (2009), the author discussed several types of employment, however, they explicitly call out common practices in employment settings for attorneys, stating that the billable hour is, "perhaps the most autonomy-crushing mechanism" and is at the heart of private legal practice—an

employment framework not uncommon for those attorneys serving in the child welfare system (Pink, 2009, p. 99). His framework assumes that the basic hygiene factors or needs (i.e., extrinsic motivators) are present. A recent article in the *Santa Clara Review* (Blaze, 2019) postulated that use of Pink's triad is quite applicable to law school and legal practice contexts: law is a service profession, mastery and honing skills are critical to practice, and autonomy speaks to the need for work–life balance that many attorneys often struggle to attain. While there are no clear answers, yet, to questions related to factors that impact performance for attorneys in the child welfare system, there are studies that discuss public interest law and attorney motivation specifically.

Motivation for Public Interest Law. Academic research and technical reports, while limited, provide some insight related to the types of law that attorneys pursue. When considering the practically innumerable areas of employment individuals can elect to enter within the scope of law, those areas range from animal law to tax law to environmental law (Law School Admissions Council, 2021). For attorneys who represent parents or children in the child welfare system, their “employer” varies widely due to the systems and structures set up within jurisdictions. Depending on where they practice, an attorney's employer may be a county or state agency or a nonprofit. Attorneys may be privately employed and contracting with the courts, or in some cases they are providing services pro bono (Child Welfare Information Gateway, 2021; D'Andrea, 2012). Sheldon and Krieger (2004) examined the changes in subjective well-being, motivation, and values within law students for the duration of their law school experience. The study found that those with the most intrinsic motivations had the highest grades. High grades among law students then predicted shifts to focus on more lucrative and high-stress

careers, and away from service-oriented careers, such as family law (Sheldon & Krieger, 2004).

In another study, researchers found that attorneys who graduated from the top 20 U.S. law schools are overwhelmingly unlikely to work in the public compared to the nonprofit or private sectors (Fowler & Birdsall, 2020). An article examining the settings attorneys choose after completion of their Juris Doctor (JD) considered both intrinsic and extrinsic motivations that they drew from broader employment motivation research (Fowler & Birdsall, 2020). The researchers surmised that the employment setting choice was made based on several intrinsic and extrinsic motivators, including potential position of power and desire to improve society (Fowler & Birdsall, 2020). The researchers analyzed grade-point-average data and law school rankings of recent graduates and considered those responses with the practice settings the attorneys chose, finding that the “best and brightest” law school graduates were more likely to choose employment in the private or nonprofit sector. As a reminder, a typical setting for child welfare attorneys is a solo practitioner, or private sector, or within a nonprofit organization (Ellis et al., 2017). The intrinsic and extrinsic motivation variables chosen for inclusion in the study were not explicit, but they were contextually aligned with Ryan and Deci’s definitions of intrinsic and extrinsic motivation, which was built upon the foundation of Herzberg’s two-factor theory (Fowler & Birdsall, 2020; Ryan & Deci, 2000). The study did not explicitly include attorneys who represent children and parents in the child welfare system.

Fulks (2016) conducted the only study identified that evaluates the presence of public service motivation (PSM) among attorneys (employed by the state of Tennessee), which found that PSM was not a good fit for the data collected through Perry’s scale and

public service motivation was not a motivator for the group studied overall. Not only do Fulks' findings cast doubt on conceptualizing attorney motivation through PSM, the notion of *publicness*, discussed in Fowler and Birdsall (2020), illuminates the spectrum of private to public settings in attorney employment and nuances the degree of public, nonprofit, or private settings attorneys serve within. Based on available data, most jurisdictions utilize attorneys who are independent, private attorneys practicing solo with small firms, or attorneys who work in nonprofit organizations (D'Andrea, 2012; Duquette et al., 2016). There are varying degrees of *publicness* of practice within the child welfare system, where attorneys are often independent contractors. In the available research, one mention of the motivation of compensated attorneys was located.

Motivation for Child Welfare Law. In Duquette et al., (2016) the authors find consensus around the notion that “lawyers’ beliefs about the importance of their work and their effectiveness are a self-fulfilling prophecy and actually makes them more effective” (2016, p. 222). The authors also surmised that, “child representatives seem more motivated by altruistic reasons” that allow them to overcome the inadequate compensation (Duquette et al., 2016, p. 222). Do parents’ attorneys share the same *altruistic reasons*? There is no available evidence that either supports or affirms the claim that the attorney’s motivation is indeed selfless. There do not appear to be studies related to altruistic reasons, or motivations more broadly about attorneys who serve children or parents in dependency proceedings.

THE CURRENT STUDY

Research related to attorneys’ perceptions of those motivating factors could not be located through academic or legal database queries. The review of the available literature

from 2000 to 2022 focused geographically within the United States and related to motivation, attorney motivation, and child welfare attorney motivation. From August 2021 to January 2022 the following databases and websites were utilized while searching for references: Academic Search Complete, HeinOnline, PsychINFO, EconLit, Psychological and Behavioral Sciences Collection, Social Work Abstracts, Sociological Collection, Google and Google Scholar, EBSOhost, JSTOR, InfoKat Discovery, Child Welfare Information Gateway, the Department of Justice Archives, the Annie E. Casey Foundation, Child Trends, and the Children's Bureau. Google is identified as an effective tool for grey literature searches for numerous reasons including the breadth of the search, and finding publications from smaller organizations, though it creates challenges due to the personalization of the searches and potential for bias (Bonato, 2018). Moreover, motivational factors need to be conceptualized by the attorneys themselves to further promote their fundamental psychological needs of autonomy, which inherently influences motivation. A mixed-methods approach utilized in this line of inquiry created the opportunity to pull from the strengths of both methods, quantitative and qualitative, to explore the complexity of the problem more effectively (Merriam & Tisdell, 2016). The method used in this study, Group Concept Mapping (CM), created the opportunity to explore those concepts directly with the individuals who participate in the work. This will be detailed in the following chapter.

The available research illuminates the hindrances to high-quality legal representation and provides insight on models that potentially improve representation. More rigorous studies on legal representation continue to expand the overall understanding of what systemic factors (interdisciplinary teams, caseloads, training, etc.)

impact the case outcomes of parents and children (Courtney, 2019; Courtney & Hook, 2012; Gerber et al., 2019). Research that elicits the perspectives of the attorneys themselves provides the opportunity to understand their reality and how they are impacted by the structures and personal experiences that influence their motivation, as rooted in social constructionism. As advocates for marginalized individuals, attorneys necessarily need to understand both the system that impacts those individuals and the perspectives of the individuals themselves to effectively represent their clients. There is no available research related to the self-identified motivating factors, both intrinsic and extrinsic, that influence the performance of attorneys to provide high-quality legal representation. This study aimed to develop a conceptual model of the motivational factors that influence high-quality legal representation in child welfare proceedings. This dissertation sought to identify that model by posing two interconnected questions:

- 1) How do parent and child attorneys for dependency, neglect, and abuse proceedings conceptualize the factors that motivate high-quality legal representation?
- 2) Do the identified motivators differ in importance for attorneys between recruitment and retention?

This study utilized a sample of attorneys who serve children and parents in the child welfare system in Kentucky and employed a mixed-method approach known as Group Concept Mapping (CM). Concept mapping allows for attorneys to authentically engage in the study and participate in the development of a conceptual framework that describes motivational factors for providing high-quality legal representation (Rosas & Kane, 2012). A detailed discussion can be found in the following chapters.

CHAPTER SUMMARY

Chapter 2 illustrated the current literature, and lack of, related to attorney motivation in the child welfare system. Despite the lack of research specific to child welfare attorney motivation, studies on topics such as employment motivation, child welfare attorney recruitment and retention, and literature related to attorney workforce challenges were reviewed, as they offer a glimpse into the scholarly conversation happening around this topic. Chapter 3 presents a review of social constructionism, standpoint theories that provide a frame for the line of inquiry, and the use of Group Concept Mapping as the method for the research.

CHAPTER 3. METHOD

The purpose of this study was to delineate a conceptual model of motivation for attorneys who represent children and/or parents in the child welfare system, based on their own perspectives. As previously discussed, motivational factors for the niche field of child welfare attorneys have not previously been examined in available academic literature. This study utilized a participatory, mixed-methods approach aimed at addressing the gaps in the current literature. In this exploratory study, hypotheses were not proffered. Exploratory studies are conducted by researchers to better understand what they are observing and connect ideas when later building cause/effect models (Butler, 2014). The aim of the research was to build a conceptual domain of motivation based on the perspectives of the attorneys who participated in this study. The goal of the study was to answer the following questions:

- 1) How do parent and child attorneys for dependency, neglect, and abuse proceedings conceptualize the factors that motivate high-quality legal representation?
- 2) Do the identified motivators differ in importance for attorneys considering recruitment compared to retention?

The research method utilized in this dissertation, Group Concept Mapping (CM), is widely used in academic (including dissertations) and nonacademic research as a means of involving participants to provide firsthand knowledge or expertise on a topic (e.g. Dare & Nowicki, 2015; Donohue-Dioh, 2018; Jackson & Trochim, 2002; Miller et al., 2018). Attorneys were the target participants because current literature related to topic lacks attorney voice and individuals are the foremost experts on their own perceptions and reality.

SOCIAL CONSTRUCTIONISM AND STANDPOINT THEORIES

The research method of CM was utilized because of two beliefs underlying this study. The overarching framework of this dissertation is situated on the premises that 1) individuals reflect on and perceive their experience uniquely and in connection with others and 2) marginalized individuals who are provided legal representation should be represented by a zealous and unobstructed advocate who effectively performs their job duties. An attorney's perception of reality, constructed by their experiences and interactions, influence how they advocate for their client's needs and best interests. Two theories that support these assumptions are social constructionism and standpoint theories.

3.1.1 Social Constructionism

Social constructionism, specifically as it relates to careers, posits that employees understand their work based on their individual experiences and interactions with others: they construct their realities (McIlveen & Schultheiss, 2012). Social constructionist theory tells us that experience influences the ways in which individuals, specifically lawyers in this study, think about motivation (McIlveen & Schultheiss, 2012). Engaging them directly and asking them to reflect on these aspects of their work is a meaningful way of understanding their current realities specific to their motivation to represent children and families (Cunliffe, 2008). Attorneys who practice public interest law are often oriented toward social change or addressing societal issues, with women being twice as likely as men to choose a career in public interest law (Epstein & Winston, 2009). While national demographic information is not available with respect to those who represent parents and children in the child welfare system, studies of attorneys who

represent children in Washington and Georgia were conducted and demographic data were collected (Orlebeke et al., 2015). The study participants were 87% White, 10% or 4% African American in Georgia and Washington, respectively, with only 3% identifying as Asian or “other” race ethnicity (Orlebeke et al., 2015). No data related to gender or sexual orientation were included. And while demographic data for public interest law, or specifically child welfare law, is not publicly available, the field is said to be overwhelmingly occupied by females and consistently devalued (Simkins, 2020). Simkins (2020) discusses the “pink ghettos” within public interest law and the challenges female attorneys face in a practice that creates significant problems with visibility due to a lack of focus from the predominant professional association. Attorneys who serve historically oppressed individuals (i.e., indigent parents and children) likely practice their duties as an attorney while interacting with individuals who live in different social contexts than themselves, gaining insight and perspective of their clients’ lives. Lawyers who represent marginalized individuals are also positioned to interact with those in the margins while holding intersectional identities themselves (women, women of color, LGBTQ, etc.) (Crenshaw, 1991; Harding, 2004).

3.1.2 Standpoint Theories and Professional Marginality

Social constructionism and epistemic relativism are both proposed as middle ground perspectives between relativism and constructivism. Social constructionism is an epistemological perspective that posits the idea that an individual’s reality is constructed by their interactions and interpretations of their social environment but does not deny the idea of an objective reality (Andrews, 2012). Standpoint theories are a form of epistemic relativism, which argue that a person’s values have a role in science and that knowledge

is contextually situated (i.e., culturally, historically, etc.) and not entirely objective (Ashton, 2020). Standpoint theory is a collection of theories and shared commitments presented as both an epistemology and a method to guide research (Hall, 2019; Harding, 2004). Standpoint theories have critical theory roots historically, though are part of an array of other pro-democratic social movements (Harding, 2004). Standpoint theories posit that knowledge comes from experience and because individuals come from different social settings, their knowledge is different (Harris, 2017). This body of theories also claims that all knowledge is partial, and some groups understand more because of where they are situated—in order to survive, they have to understand *their* own experiences, as well as the experiences of the dominant group (Harris, 2017). The theories are heavily influenced by feminist philosophers Dorothy E. Smith, Nancy Hartsock, Hilary Rose, Donna Haraway, and Sandra Harding (Hall, 2019).

A person's reality, being at least in part socially constructed, is connected to a person's social experiences. If an attorney's experiences and knowledge are constructed through interactions with their clients, often not part of the dominant group, the attorney will have knowledge of those who are situated outside of the dominant groups. An attorney is an individual "authorized to act on behalf of another person" (Legal Information Institute, 2022, para. 1). The notion of an insider or outsider in relation to the dominant group is discussed by Hill Collins in which she offers the *outsider within* notion (Collins, 1986). The outsider within is a person who is typically part of an outsider group (e.g., woman, Black or Latinx individual, child, homosexual, etc.) who regularly interacts with those in power, creating a knowledge about the dominant group that outsiders typically don't possess (Collins, 1986). The example Hill Collins (1986) gives is a Black

female nanny serving in a White residence. Attorneys who advocate for historically oppressed individuals are regularly hearing the perspectives of the outside group and are expected to act on their behalf. As attorneys engage in an occupation often focused on service or justice, they are sitting somewhere outside of the center of those who make policies and engage in dominant practices that further harm or marginalize individuals. Standpoint theories assert that science is socially situated and leaning on the contributions of marginalized groups strengthens scientific inquiry. Relatedly it is argued that public interest attorneys, like social workers and teachers, experience professional marginality as they grapple with inequity, low pay, and the perception that ‘care’ work is gendered and less valuable (Butler et al., 2012; Zaloznaya & Nielsen, 2011). This exploratory study gathers the feedback of attorneys who themselves are situated somewhere in the margins based on their gender, race, professional status, or economic standing.

The chosen method is identified and explained in the following sections. The theoretical underpinnings of the study, standpoint theories and social constructionism, create the foundation for the utilization of a method that is rooted in the voices of individuals and their understanding of themselves and their peers. Attorneys who represent parents and children in the child welfare system carry unique perspectives that can aid in the formation of knowledge to later identify solutions to the problems of inadequate legal representation. The next section discusses the mixed-methods approach used in this study.

GROUP CONCEPT MAPPING

This study aimed to facilitate participants’ ability to conceptualize the motivators that influence the performance of attorneys in representing children and parents in

dependency, neglect, and abuse proceedings. Group Concept Mapping (CM) is an approach often used to articulate a conceptual framework or model around a focused area of study. From a pragmatic perspective, mixed-methods approaches, like CM, provide a diverse approach that values both objective and subjective knowledge, analogous to the theories discussed above (Creswell et al., 2011). CM allows a researcher to bring together the ideas of a diverse group of stakeholders with first-hand knowledge to rapidly form a common framework that can be used for planning, evaluation, or both (Kane & Trochim, 2007).

This research method actively engaged attorneys in data collection, construction, and interpretation. Concept mapping (CM) as described by Kane and Trochim (2007), is a six-step, integrated approach which includes preparation, idea generation, statement structuring, analyses, interpretation, and utilization (Kane & Trochim, 2007). These steps are described in detail in this chapter in the context of this six-step process.

An application for research with human subjects was submitted and approved by the University of Kentucky Institutional Review Board (IRB) in accordance with ethical research practice.

STEP ONE: PLANNING AND PREPARATION

Planning and preparation are critical, potentially the most critical, in the six-step process. Upon IRB approval of the study a small advisory group of three lawyers were asked and agreed to provide an advisory role based on their demonstrated understanding of the child welfare system in Kentucky. The advisors were given an overview of the purpose and process of the study, as well as a one-page background paper that included a summary of the proposed study, reviewed by the IRB in advance. The advisors were

asked to participate in reviewing the activities and written communication before study participants were engaged to ensure instructions provided to the potential participants were clear and easily understood. Because the researcher is not an attorney, the advisory group provided insight on common professional jargon, acronyms, or language for messaging to participants. This was to ensure that any communication developed was nuanced and targeted for the audience. One of the three advisors stepped out of the role due to a job change and transition that impacted their available time prior to participant outreach. The information discussed with the advisory group is not included in the study. The advisory group was also utilized to identify and connect with potential participants. Communication with the advisors was primarily over email and phone with bi-weekly contact over the course of the study.

The preparation also included logistics and materials planning. First a registration form for potential participants was developed to assist with assembling the potential participants over the course of three weeks. The registration form collected email addresses and confirmed with participants that they were eligible for the study based on established criteria (discussed below). Upon registration, four informational sessions via Zoom™ were offered to orient the potential participants to the study, consent process, and expectations of participation. Four individuals attended the research sessions and one individual connected by phone to clarify processes. No data were collected in the registration form or the informational sessions. The researcher has facilitation experience as well as experience working with attorneys previously and was the lead individual conducting informational sessions. The information for the study was included in the Concept Systems™ software including the consent form, prompt, demographic questions,

and rating variables. Concepts Systems™ is uniquely equipped to utilize live and on-site meetings or remote processes (Kane & Trochim, 2007). The researcher chose to utilize a remote process where individuals submitted inputs over a five-week period due to the on-going COVID-19 pandemic, which made in-person meeting scheduling potentially unsafe and unappealing to many. Remote processes did allow for broad geographic representation and helped reduce the barrier of the precarious schedules of attorneys. To reduce barriers and effectively communicate expectations and instructions for the participants, the researcher recorded a brief instructional video utilizing screen sharing for the participants to understand how to interact with the software. The researcher recorded an instructional video for both phases of data collection. The entire study was asynchronous and completed virtually.

Participants. According to Kane and Trochim (2007), the participant selection process is one of the most important tasks in concept mapping and participants are most useful when they have some knowledge or experience relevant to the question. In this study participants were selected for their ability to contribute information relevant to answering the research questions (Trochim, 1989). The developed criteria for participants took into consideration the Kentucky Family Court Rules of Procedure and Practice related to the “Standards for Court Appointed Counsel” updated in 2020 (Kentucky, 2020). The participants criteria included:

- Licensed attorneys currently listed on at least one Kentucky Circuit or District Judge’s list of approved court-appointed attorneys or chosen by a parent to represent them in DNA proceedings

- Attorneys assigned or elected to serve on a dependency, neglect, and abuse (DNA) case within the past 12 months
- Attorneys who can attend at least one session of the two-part activity which includes a brainstorming session and a statement sorting session via a web-based software, Concept Systems™

The sampling criteria were developed to capture attorneys who represent children or parents in child welfare proceedings in Kentucky. As court rules and child welfare policies in Kentucky continue to change, the 12-month timeframe allows for those with recent experience to be involved while practicing under the current family court rules. The sample was limited to Kentucky attorneys because of the varying policies and requirements for legal representation that are specific to states or jurisdictions. Expanding outside of Kentucky for this study would necessitate a different methodological approach to adequately address the differences in state or jurisdictional policies, for example with practices or policies around compensation, benefits, employment models, among others. A minimum of 10 participants are needed to conduct a Concept Mapping study, though the researcher identified a target of between 35 to 40 participants for an optimal sample (Kane & Trochim, 2007).

Recruitment. Recruitment was primarily executed by the researcher and advisory members as well as individuals professionally connected to the advisors. The researcher identified participants through a non-random purposive sampling procedure. The participants were identified through professional networks (Kentucky Bar Association, American Bar Association, Louisville Bar Association, Kentucky Black Lawyers, and Court Appointed Special Advocates regional programs), contacts in the courts (family

and district court judges), and email outreach through the Administrative Office of the Courts as well as via email and direct messages to foster parents and family and children service providers in Kentucky. The researcher is professionally connected to several organizations and agencies across the state of Kentucky who conduct work with attorneys who represent children and parents. Initially 45 individuals indicated interest in the study through a registration form (see Appendix A). The study included 35 participants, of which 31 participants engaged in the brainstorming, sorting, and rating.

Ethical Considerations. All research has the potential for ethical issues. The risk to study participants was considerably low due to the subject of the research with the focus on employment. However, CM does create the potential for confidentiality issues compared to studies that have methods that allow for anonymity. A traditional CM involves in-person facilitated meetings. The remote process for this study did not create an opportunity for participant-to-participant contact. However, the process for engagement necessitated the collection of contact information, specifically e-mail addresses. The participant contact information was not displayed in the Concept Systems™ software for the user-facing pages. The researcher created a password-protected spreadsheet to track contact information for the purposes of outreach and to follow up with the offered incentive. This was outlined in the IRB-approved protocol.

Focus Prompt. The focus prompt is either in a statement form, an instruction or directive, or the form prompt is a more open-ended prompt that encourages the participant to finish the sentence. The focus prompt was tested with the advisory members. The prompt was developed based on the available literature and a review of studies using the same methodology to ensure the wording would provide optimal

participation. The prompt for the study was: *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by...*

STEP TWO: BRAINSTORMING

Brainstorming is the first phase of two phases of data collection. All potential participants (n=45) that agreed to proceed with the study received via email a Survey Monkey linked to an IRB-approved demographics survey and consent form (see Appendix B and C), written instructions for accessing the software, a brief instructional video recorded by the researcher, and their password to access Concept Systems™. A separate demographic survey was developed outside of Concept Systems™ due to the limitations of the software, though the maximum 5 demographic questions were repeated for completion in the software. Upon accessing the software with the password, the participants were prompted with an electronic consent form required before proceeding with data collection. The IRB-approved protocol did not require a signed consent, but consent was obtained by participants continuation into the brainstorming session and indicating acknowledgement by selecting a checkbox on the form. Once the consent form was acknowledged the participant gained access to the brainstorming activity. The participants were given between 10 to 14 days to complete the demographic questionnaire and began brainstorming from the time they received the instructions. Between two and four email reminders were sent to participants to remind them to complete the first phase of data collection. In total, 35 individuals completed the separate demographics survey and 31 completed the brainstorming.

All statements were entered by the participants into the concept system software. As statements were added and ideas generated, the participants were able to see

statements submitted by previous participants. The statements were not attached to individuals' names, so the participants were submitting the viewable statements confidentially. If an individual attempted to submit a statement that was already submitted, they would receive notification within the activity that the statement already existed. This did not necessarily reduce redundancy as the software only identified exact statements that were submitted previously. Participants could add as many statements as they could think of, and the software allowed for ease of submission as the software was designed for ease of use. It was estimated that the brainstorming activity took a total of 15 to 20 minutes for each participant depending on how much time they chose to take while submitting statements. The demographic survey took an average of 6 minutes per participant as estimated by SurveyMonkey.

Idea synthesis. Idea synthesis is a process used for analyzing and editing the statements to a manageable set of ideas (Kane & Trochim, 2007). Commonly, during the concept mapping process researchers can gather hundreds, or sometimes thousands, of statements. This makes sorting statements infeasible without some sort of editing and reducing of the set to eliminate redundant or unclear statements. This process will also involve members of the stakeholder group. Kane and Trochim (2007) suggest limiting the final statements set to no more than 100 to allow for a range of representation while still ensuring a manageable task for the participants as they sort and rate the statements. All statements were read and reviewed to remove duplicate statements or simplify compound statements into singular statements. The researcher did not remove any statements based on individual perspective or statements that support or oppose the current literature. The

researcher left intact any statements that were perceived as redundant but could be interpreted otherwise.

STEP THREE: STATEMENT STRUCTURING AND RATING

The researcher initiated the statement-structuring activity. The second phase of participation was initiated upon completion of the brainstorming activity and idea synthesis. All participants who completed the brainstorming were invited to participate in the statement-structuring activity. Instructions were emailed along with an instructional video developed by the researcher explain the “structuring” tasks, the first grouping or sorting and the second a rating of the statements (Kane & Trochim, 2007). The sorting of the statements helps to organize complex concepts by allowing the participants to see the interrelationships or differences among the statements. The goal is to get the participants to sort the statements into sets of like ideas that make sense to them. The participants were asked to complete the sorting electronically within the software by moving statements into “piles” that they labeled with a word or phrase of their choosing. Once the participants have grouped the statements, they will then record the results of sorting and create a placeholder name for each pile. Upon completion of the sorting activity, participants were then prompted to continue to the rating activity.

The statement-rating process is the second part of this activity, creating the opportunity for participants to address their perception of an item’s importance. In this activity the participants will be asked to rate the statements’ importance for employment recruitment on a 1 to 7 scale where 1 is *relatively unimportant* and 7 is *extremely important*. A second similar rating was established for the participants to rate the importance of the statement related to employment retention. Upon completion of the

rating activity the participants were thanked for their time and follow-up details were provided. The next phase was analysis.

STEP FOUR: ANALYSIS

The analyses in step four build off the content analysis in step two and utilize multiple means of analyzing the statements, clusters or groups developed by the participants, and the submitted ratings. The results of the analyses were aggregated and the data was displayed using individual or group maps as maps help participants develop common understandings of the information displayed (Sutherland & Katz, 2005). Three steps in the core analysis created maps for the conceptualized domain: 1) the creation of a similarity matrix for the sort data, 2) multidimensional scaling (MDS) of the sort data, and 3) hierarchical cluster analysis (HCA) of the multidimensional scaling coordinates.

Similarity Matrices. The similarity matrix was based on how each statement is sorted compared to how other statements are sorted and then aggregated utilizing all matrices. The conceptual relationship was then analyzed for consensus for high-similarity matrix values for statements in particular piles. The matrices with lower values indicate little or no conceptual link.

Multidimensional Scaling. A multi-dimensional scale is a scale that measures different aspects of the same concept containing subsets of questions (Engel & Schutt, 2017). Multidimensional scaling (MDS) is used as a means of accounting for different aspects within the same concept producing a one, or more, dimensional solution. Kane and Trochim (2007) recommend use of a two-dimensional space. That two-dimensional space creates stress as the similarity matrix would typically be plotted in a multi-dimensional space, though for CM a two-dimensional space is better suited to

demonstrate relationality (Kane & Trochim, 2007; Kruskal & Wish, 1978). MDS takes the score from the similarity matrix to plot all points representing all the statements on a Point Map, indicating the collective sorting piles by the participants with x and y coordinates for each statement. In MDS the stress index is a measure of how well the aggregate similarity matrix matches with the representation of that data on a Point Map created through multidimensional scaling (Kane & Trochim, 2007). Stress values from conceptualization projects ideally range from 0.285 to 0.365, with 95% of CM projects likely to yield stress values in that range (Kane & Trochim, 2007). Kane and Trochim (2007) liken stress indices to the reliability of measurement and note the stress index is lower when there are more people sorting, more statements to sort, and the concept is more simply structured and generally agreed upon.

Hierarchical Cluster Analysis (HCA). Concept Mapping utilizes HCA to determine the best groups or clusters of statements as represented by points on a map. The x-y coordinates from the MDS results are input for Ward's hierarchical cluster analysis to group statements on the map in clusters based on the identified number selected (Kane & Trochim, 2007). This is an iterative process as the Point Map is used to create different cluster scenarios that can then be analyzed by the researcher and advisors. There are no criteria for the number of clusters that a map should include, but the researcher needs to determine these, based on feedback from study participants and advisors engaged in the project. Determining the number of clusters is a key action within the HCA. The researcher determines the number of clusters for the analysis based on the total number of statements, and ideally, based on a conceptual relationship between the statements, participant feedback, and the bridging values.

Bridging/Anchoring Values. All statements must be placed somewhere on the map. In MDS some statements are placed on the map in a location immediately adjacent to other statements because they were frequently sorted by participants with prior statements on the map. This type of statement is called an *anchoring* statement because it reflects the other statements in its vicinity (Kane & Trochim, 2007). Contrasting the anchoring statement is the bridging statement, a statement that participants may group with multiple different clusters and on the map the point creates a sort of connection between multiple locations (Kane & Trochim, 2007). Bridging values are calculated for each statement and averaged according to the clusters. The bridging values will be discussed in the results section.

The final step in this phase is the possible analyses of the rating of the statements discussed in step three. Participants were asked to rate all statements for the variables: *importance to recruitment and importance to retention*. These ratings can be used for multiple outputs within CM including point-rating maps, cluster-rating maps and pattern matching. These will be discussed in the Results chapter.

Pattern Match. Pattern matching compares average cluster ratings for a rating variable between other variables. The pattern match uses a cluster-rating map that shows the average rating for each statement in a cluster to produce an average score for each cluster based on the variables: recruitment and retention (Kane & Trochim, 2007). That pattern match could then be used to demonstrate how, for example, female participants rated clusters compared to male participants.

Go-Zone Displays. The Go-Zone analysis produces a separate display built from the average scores on recruitment and retention for each statement within a cluster.

Variables are included along an x-y axis and each statement is plotted based on the average score for each variable. The map displays a quadrant in the upper-right hand display known as the go-zone due to the scores being above average on both variables (Kane & Trochim, 2007).

STEP FIVE: INTERPRETATION

Following analysis, the next step in CM is interpretation. For this study, the primary researcher re-engaged the advisory group to interpret the cluster maps created through the analysis. The advisory group were contacted via email and asked to meet to discuss the analysis as a means of member-checking the findings. The advisory group provided input on the names and types of clusters identified to ensure the concepts are being interpreted accurately. This process is discussed in greater depth in the following chapters.

STEP 6: UTILIZATION

The final stage of CM is utilization of the results. The researcher and participants can reconvene and create a plan for action or on-going evaluation depending on the overarching purpose of the study (Kane & Trochim, 2007). This researcher is utilizing the findings of this CM to submit to the University of Kentucky as partial fulfillment of the requirements for a Doctor of Philosophy. Additionally, findings will be synthesized and provided to the Kentucky Administrative Office of the Courts for their desired use.

DESIGN CHALLENGES

All research methods, especially within social science research, face potential design challenges. Due to the nature of CM and the initiating and reinitiating of contact, the process for prolonged participant engagement can be difficult and may lead to attrition. While remote and asynchronous participation create opportunities for broader diversity both geographically and for individuals with physical challenges, it can necessitate participant persistence. The remote nature of this study also required participants to navigate software that was likely new to them and may be challenging based on their technological abilities. It required participants to log in to Concept Systems TM with their email address and a predetermined password. To recognize their contribution for their participation, individuals were provided vouchers for free continuing legal education units from the University of Kentucky Rosenberg College of Law.

CHAPTER 4. CHAPTER 4: RESULTS

The purpose of this study was to build a conceptual framework for the factors that motivate attorneys to provide high-quality legal representation for children/parents in the child welfare system. Findings related to the following research questions will be discussed in this chapter: 1) How do parent and child attorneys for dependency, neglect, and abuse proceedings conceptualize the factors that motivate high-quality legal representation? 2) Do the identified motivators differ in importance for attorneys between recruitment and retention?

Results are discussed based on the methods presented in Chapter 3. The results include a presentation of the data collected through the demographics questionnaire (see

Appendix B) and statement rating, and the statements provided by participants in the brainstorming activity as well as various visual displays of the data developed with Concept Systems™ web-based software.

PARTICIPANTS

A total of 35 (n=35) attorneys participated in this study. A total of 35 participants completed the demographics study. Four participants did not proceed to complete the brainstorming portion of the study. The demographics survey did not include the collection of any identifying information. There is no way to differentiate those who completed the demographics survey with those who participated in the brainstorming session. There were two questions in the demographics survey with a list of statements that participants responded to indicating alignment with motivation to enter and stay in the work (see Appendix B - Q 22, Q 23). The researcher cross-referenced those statements to identify which were selected and included them in the list of brainstormed statements at the conclusion of brainstorming activity if they were not previously included. This ensured that all 35 participants' thoughts on alignment to motivation were included in the list of brainstormed statements.

The demographic data were analyzed, and the results of the survey are below. The participant sample was overwhelmingly White: 97% (n=33) of participants identified as White or Caucasian, one participant skipped the question, and 3% (n=1) identified as Asian or American Asian. Efforts to reach out to Black/African American attorney associations were unsuccessful. A lack of diversity in the legal field is also discussed in Chapter 2. The respondents identified as a majority female with 65% (N=22); 35% identified as male (n=11) and one respondent skipped the question. The mean age of

participants was 47.3 years old and 61.8% (n=21) identified as married, 14.7% (n=5) as divorced, and 25.5% (n=8) identified as having never married. One respondent skipped the question. Regarding parental status, 22 participants indicated being parents and 13 did not identify as parents. Additional demographic information is included in Table 4.1.

Table 4.1
Demographics 1

Characteristic	Percentage	Number
Gender		
Female	64.71	22
Male	35.29	12
Race		
White or Caucasian	97.06	33
Black or African American	0	0
Hispanic or Latino	0	0
Asian or Asian American	2.94	1
American Indian or Alaska Native	0	0
Native Hawaiian or other Pacific Islander	0	0
Another race	0	0
Other	2.94	1
Marital status		
Married	61.76	21
Widowed	0	0
Divorced	14.71	5
Never Married	23.53	8
Separated	0	0
Sexual Orientation		

Heterosexual or straight	97.14	34
Gay or lesbian	2.86	1
Bisexual	0	0
Other	0	0
Parent		
Yes	62.86	22
No	37.14	13

Note. Participants were on average 47.3 years old.

The demographics questionnaire included a question related to counties that the attorneys commonly practice in. A total of 48 Kentucky counties (of 120) were identified as counties of practice. There is clear geographic diversity represented among the participants' practice locations. There was a heavy concentration of attorneys who practiced in Fayette (n=13), Jessamine (n=7), Jefferson (n=5), and Campbell (n=3) counties which are in or near Kentucky's most populous cities: Lexington, Louisville, and Covington respectively (U.S. Census Bureau, 2021).

As the focus of the study is concerned with employment motivation, three survey questions related to economic status and income were included (see Appendix B - Q 10, Q 11, Q 12). For additional context, the mean number of years practicing in DNA cases and the indicated employment setting for the attorney are included. A combined total of 66% (n=23) respondents identified their gross household income as between \$100,000 to \$150,000 or over \$150,000. A combined total of 34% (n=12) indicated their gross household income ranging under \$29,999 up to \$99,999 annually. When asked whether they currently carried student loan debt, 49% (n=17) responded 'yes' and 51% (n=18) responded 'no' to the question. See additional demographic data included in Table 4.2. *See Appendix B for the IRB-approved Demographic Questionnaire.*

Table 4.2

Demographics 2

Characteristic	Percentage	Number
Gross household income		
Under \$29,999	2.86	1
Between \$30,000 and \$49,999	2.86	1
Between \$50,000 and \$74,999	8.57	3
Between \$75,000 and \$99,999	20.00	7
Between \$100,000 and \$150,000	22.86	8
Over \$150,000	42.86	15
Current student loan debt		
Yes	48.57	17
No	51.43	18
Description of financial situation		
I cannot make ends meet.	0	0
I have just enough money to make ends meet.	17.14	6
I have enough money with a little left over.	51.43	18
I always have money left over.	31.43	11
Do you plan to continue representing children and/or parents?		
Yes	80.00	28
No	2.86	1
Unsure	17.14	6

Note. Participants indicating the length of time in years representing children or parents average 11.3 years.

BRAINSTORMING STATEMENTS

The brainstorming activity within CM is step 2 of 6 in the overall process. The steps for generating statements through brainstorming was detailed in Chapter 3 as the first phase of the two-phase participant interaction. The brainstorming activity is the first of two junctures of data collection. All participants who agreed to proceed with the study received written instructions for accessing the software, an instructional video recorded by the researcher, and their password to access Concept Systems™. Participants accessing the software with their password were prompted with an electronic consent form required before proceeding with brainstorming. The approved IRB protocol did not require a signed consent, but participants indicated acknowledgement by selecting a “yes” checkbox on the form indicating they understood that continuation into the project was consenting. Once the consent form was acknowledged the participant gained access to the brainstorming activity. The participants were given up to 14 days to complete the demographic questionnaire from the time they received the instructions via email.

The Concept Systems™ software brainstorming page included written instructions on the top of the page with an open text box and submission button. They were asked to respond to the prompt: *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by...* All statements were input directly by the participants. They input as many statements as they desired. The instructions at the top of the page provided clear guidance on the activity. The instructions stated, “...in the text box below, type a statement that completes or answers the focus prompt. You may add as many statements as you wish. Please keep each statement brief, just one thought.” The instructions included directions for adding statements within the software and an explanation of how the statement would be saved.

As participants added statements, they were able to see other statements submitted by previous anonymous participants. The software would not allow for submission of exact phrases already included in the list. If an individual attempted to submit a statement that was already submitted, they would receive a prompt on their screen that the statement was already submitted. This did not necessarily reduce redundancy as some individuals submitted statements with the same meaning (e.g., money, pay, income, etc.). The researcher pruned the final 118 statements utilizing content analysis as described by Kane & Trochim (2007) and reduced them to 82 statements ready for the next phase of participant engagement. The researcher engaged an advisor to review the sorted statements to ensure statements were not removed based on the researcher's perspective or the support or opposition with the current literature. All statements that were perceived as redundant but could be interpreted otherwise were left in the final list. Discussion around statement pruning is also included in the next chapter. See Table 4.3.

Table 4.3

Final Statement Set

Number	Statement
1	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by protecting parents from abusive executive branch overreach.
2	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by work with the caseworkers to find solutions to the issues facing parents.
3	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by recognition.
4	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supporting relative and kin caregivers through a confusing and overwhelming process.
5	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by working together for the greater good.
6	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by professional reputation.
7	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping children in the community.
8	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by gaining the experience.
9	As it pertains to high quality legal representation in DNA cases, attorneys are motivated by the ways to help children in their existing homes or placed with a safer, more nurturing home
10	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring the safety and wellbeing of children.
11	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by guiding children and parents/families to navigate a confusing legal & social terrain.
12	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by enough pay to do the job well.
13	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by meaningful work.
14	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the need to protect and defend families from judicial and agency overreaching into the familial unit.
15	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by working with competent and caring attorneys who have the same goals as I do.
16	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by public service.
17	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by educating young social workers, CASA and attorneys regarding statutory components that are often outright ignored.
18	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by interdisciplinary work.

Number	Statement
19	Providing excellent services that exceed the requirements of the statutes and ethics rules.
20	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to positively impact the lives of clients.
21	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a sense of purpose.
22	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the feeling of accomplishment when successfully protecting parents.
23	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to provide support, education, and advocacy for my LGBTQIA+ clients and their families.
24	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supportive supervision/supervisor.
25	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by building strong relationships with clients in need.
26	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by holding the Cabinet accountable and in check when it comes to the rights of these families and the obligations of the Cabinet.
27	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping people from bad circumstances who engage in the help.
28	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a belief that learning about what happens on a case-by-case basis, inside of the confidential bubble, will allow for an opportunity to be a credible voice on policy issues affecting children, parents, and families.
29	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by collaborative environment.
30	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping parents in the community.
31	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by justice.
32	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by practice/courtroom experience.
33	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by exposure to the work before law practice.
34	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the ability to stay busy in the courtroom.
35	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a belief that providing high quality legal representation will lead others (attorneys, judges, CHFS workers, etc.) to provide high quality services also.
36	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by passion for the work.
37	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by connecting with the parents and children.
38	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by judges who listen.

Number	Statement
39	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring there are enough good attorneys to do the work.
40	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by flexible schedule.
41	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by doing the work rather than complaining or occasionally throwing money at the problem.
42	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by professional pride.
43	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring quality legal service while mentoring young attorneys in the field.
44	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by work that can improve, if not save, lives.
45	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by steady income.
46	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by respect from peers.
47	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by strong relationships and rapport with fellow attorneys in DNA actions.
48	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supportive judges.
49	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by protecting parents from having to jump through unnecessary, and often inappropriate and biased, hoops.
50	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by judges who are engaged, knowledgeable, and follow the law.
51	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by clients who are engaged.
52	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by sometimes being the first person in an authority position to make them (parents and children) feel important and relevant.
53	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by wanting to make a difference for families who are experiencing trauma.
54	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by camaraderie.
55	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by love for the kids.
56	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by employment benefits similar to a pension.
57	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a judge and court system that values the work.
58	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by help parents acquire positive parenting skills.

Number	Statement
59	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by external pressure to serve the judge.
60	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by financial stability.
61	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by exposure to community.
62	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by feeling appreciated.
63	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by trying to provide an alternative to the endless cycle of poverty and drugs in families and communities.
64	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ability to communicate frequently with clients.
65	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping families.
66	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by secondary/extra income source.
67	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by advocacy.
68	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by improving the child welfare system.
69	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by access to income without training and a steady caseload.
70	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a focus on relationships, not transactions.
71	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by collaboration.
72	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the idea that no one should be written off, including parents who may have subjected child(ren) to abuse or neglect.
73	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by providing assistance to families in rural areas where public resources are scarce to non-existent.
74	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping families in the community.
75	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the occasional success stories and knowing we helped improve a family's future.
76	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by efficient, effective processes that align with the importance of the task at hand.
77	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by providing free, competent legal assistance for children who don't typically have a voice in their care.
78	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supporting the judicial system to provide representation for families.

Number	Statement
79	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by parents who want to improve.
80	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by opportunities for advancement.
81	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by making sure everyone is on the same team to support a family in crisis.
82	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring kids aren't forgotten.

CONCEPT MAPPING ANALYSES

The Concept Systems™ proprietary software was used in the data analyses and outputs provided below. The analyses are discussed in Chapter 3 and detailed in step 4 of the six-step process of concept mapping. All research protocols were IRB approved.

4.1.1 Similarity Matrices

The first step in Concept Mapping analysis is creating the similarity matrix. The matrix is computed for each participant (n=19) who participated in the sorting and rating exercises. The individual matrices (n=19) are created to identify a final aggregate similarity matrix ranging from 0 to 19. A zero in the similarity matrix indicates that none of the participants sorted a pair of statements in the same group. A cell value of 19 would indicate that 19 participants sorted a pair of statements into the same group/pile.

The full similarity matrix visual is too large to include in this format. The entire similarity matrix includes a vertical range from 1 to 82, representative of the statements as well as a horizontal range from 1 to 82, representative of the same 82 statements sorted by the participants. A subsection of the matrix is included in Figure 2 as a purely demonstrative visual to show the aggregate mix and indicate an example of a pair of statements frequently sorted together. The indication on the similarity matrix is circled in red. This highlights two statements, statement 7 and statement 10 sorted together 15 times by participants. The highest number of sorts at the maximum of 19 included statements 45 and 66 together as well as 56 and 60 together. This means that those pairs were sorted together by every single participant sorting the statements. Again, the sort frequencies for this study were between 0 and 19.

Figure 2

Aggregate Similarity Matrix (Sample Statements 1-30)

StatementIndex	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30			
1			3	0	7	4	1	3	0	5	4	7	1	1	15	1	1	3	0	1	4	0	5	3	0	4	16	7	2	1	4		
2			3		1	9	4	1	6	1	8	6	7	0	2	3	3	3	9	4	2	3	0	1	7	2	8	4	6	3	5	13	
3			0	1		0	2	16	1	12	0	0	1	6	7	0	6	8	2	8	4	2	9	6	0	4	2	2	0	1	4	3	1
4			7	9	0		4	0	5	0	7	8	11	0	3	7	0	3	6	1	1	5	0	1	8	0	5	8	7	3	1	8	
5			4	4	2	4			3	6	2	3	4	4	1	7	4	4	9	4	3	3	8	7	4	4	1	2	4	5	7	6	3
6			1	1	16	0	3		1	13	1	0	2	7	6	0	7	7	2	9	4	2	8	6	0	3	2	0	1	4	4	1	
7			3	6	1	5	6	1		2	13	15	6	0	5	4	0	5	4	1	2	5	4	3	5	0	3	3	5	4	0	7	
8			0	1	12	0	2	13	2		0	1	1	6	7	0	7	8	2	12	5	3	8	5	1	2	1	0	2	5	4	1	
9			5	8	0	7	3	1	13	0		15	10	1	3	3	1	2	4	0	1	4	0	0	6	0	3	4	7	3	2	7	
10			4	6	0	8	4	0	15	1	15		9	0	5	5	0	4	5	0	0	6	2	2	5	0	3	4	6	3	1	6	
11			7	7	1	11	4	2	6	1	10	9		1	4	5	3	3	9	0	4	8	2	0	7	2	5	6	8	3	3	7	
12			1	0	6	0	1	7	0	6	1	0	1		4	0	3	3	0	4	2	0	4	2	0	3	0	0	1	3	2	1	
13			1	2	7	3	7	6	5	7	3	5	4	4		2	3	16	3	4	5	8	12	7	2	1	0	1	7	5	2	4	
14			15	3	0	7	4	0	4	0	3	5	5	0	2		0	2	4	1	2	5	1	5	2	0	4	16	4	2	0	4	
15			1	3	6	0	4	7	0	7	1	0	3	3	3	0		4	7	5	5	5	6	3	0	7	4	0	2	3	12	1	
16			1	3	8	3	9	7	5	8	2	4	3	3	16	2	4		4	5	5	8	11	7	2	1	1	1	6	6	3	5	
17			3	9	2	6	4	2	4	2	4	5	9	0	0	3	4	7	4		3	6	5	2	0	2	4	4	5	4	3	5	6
18			0	4	8	1	3	9	1	12	0	0	0	4	4	1	5	5	3		5	1	5	4	2	3	3	2	2	4	7	2	
19			1	2	4	1	3	4	2	5	1	0	4	2	5	2	5	5	6	5		6	7	5	2	3	3	2	4	4	4	3	
20			4	3	2	5	8	2	5	3	4	6	8	0	8	5	5	8	5	1	6		5	4	5	3	6	4	10	7	4	6	
21			0	0	9	0	7	8	4	8	0	2	2	4	12	1	6	11	2	5	7	5		10	3	3	2	0	4	7	4	1	
22			5	1	6	1	4	6	3	5	0	2	0	2	7	5	3	7	0	4	5	4	10		2	2	3	4	5	3	3	3	
23			3	7	0	8	4	0	5	1	6	5	7	0	2	2	0	2	2	2	5	3	2		2	7	3	7	9	4	6		
24			0	2	4	0	1	3	0	2	0	0	2	3	1	0	7	1	4	3	3	3	3	2		7	1	3	4	8	1		
25			4	8	2	5	2	2	3	1	3	3	5	0	0	4	4	1	4	3	3	6	2	3	7	7		4	5	2	8	7	
26			16	4	0	8	4	0	3	0	4	4	6	0	1	16	0	1	5	2	2	4	0	4	3	1	4		5	2	0	3	
27			7	6	1	7	5	1	5	2	7	6	8	1	7	4	2	6	4	2	4	10	4	5	7	3	5	5		7	3	9	
28			2	3	4	3	7	4	4	5	3	3	3	3	5	2	3	6	3	4	4	7	7	3	9	4	2	2	7		5	4	
29			1	5	3	1	6	4	0	4	2	1	3	2	2	0	12	3	5	7	4	4	4	3	4	8	8	0	3	5		1	
30			4	13	1	8	3	1	7	1	7	6	7	1	4	4	1	5	6	2	3	6	1	3	6	1	7	3	9	4	1		

Note. This figure demonstrates an illustration of statements 1-30. The full similarity matrix visual is too large to include in this format. Two statements, 7 and 10, were sorted together 15 times by participants.

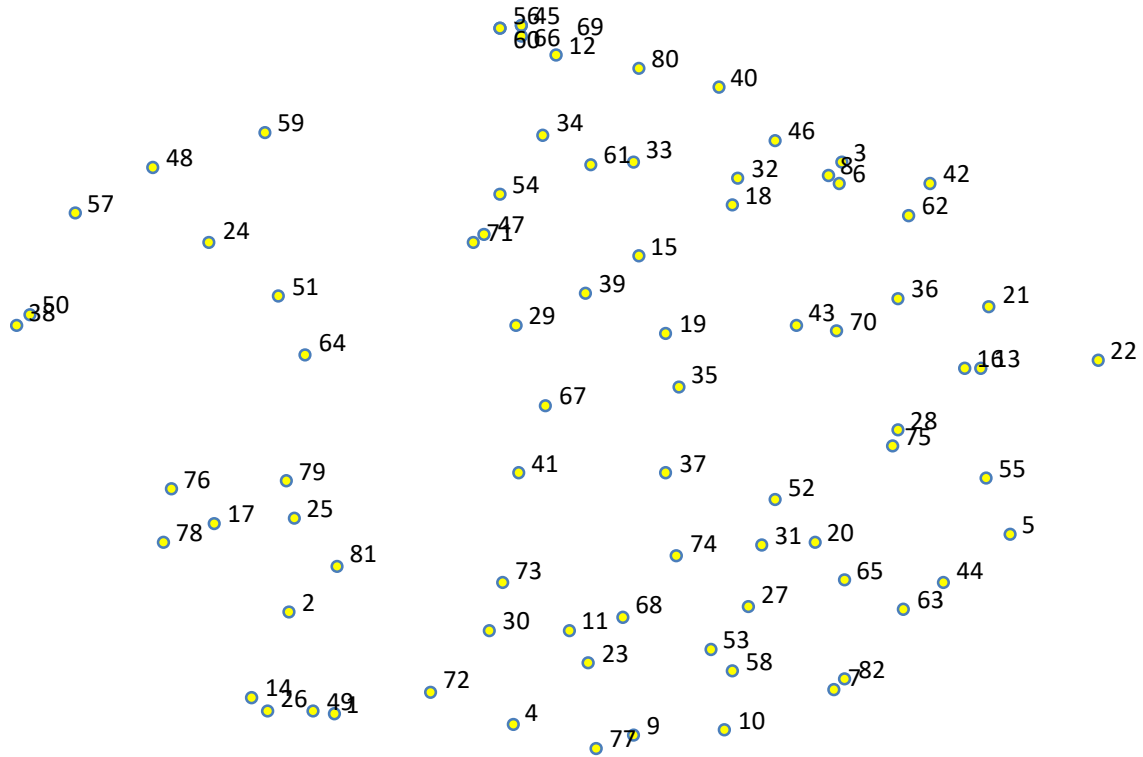
4.1.2 Multidimensional Scaling

Multidimensional Scaling (MDS) is detailed in step 4 of the six-step CM process in Chapter 3. This analysis utilized the aggregate similarity matrix data, described in the previous analysis, and used as the input for MDS. Within MDS and the Concept Systems™ software, a Point Map is created, placing each statement in a two-dimensional space in accordance with the rate at which statements are placed together. The x and y coordinates plot all points representing all the statements on a Point Map, indicating the collective sorting piles for each statement. In MDS the stress index is the degree of how

well the aggregate similarity matrix matches with the representation of that data on a Point Map (Kane & Trochim, 2007). As a reminder, stress values from conceptualization projects ideally range from 0.285 to 0.365, with 95% of CM projects likely to yield stress values within that range (Kane & Trochim, 2007). The lower the stress index, the more likely the map developed will be a better statistical fit. The stress index is typically lower when there is less complexity, more statements, more people sorting the statements, and the conceptualization is generally more agreed upon (Kane & Trochim, 2007). The Point Map for this study demonstrated a stress value of 0.2332 after 17 iterations. See Figure 3 with each point on the map representing a statement, identified by statement number. Refer to statement list in Table 4.3 to find corresponding statement number.

Figure 3

Point Map



4.1.3 Hierarchical Cluster Analysis

Hierarchical Cluster Analysis (HCA) is the next analysis of the data. HCA utilizes the coordinates (x, y) created in multidimensional scaling to the proximity of one point (statement) to another point. The coordinates from the MDS are input for Ward's hierarchical cluster analysis to group statements on the map in clusters based on the identified number of clusters selected (Kane & Trochim, 2007). The process of selecting clusters is iterative as the Point Map is used to create scenarios that can then be analyzed by the researcher and advisors. For example, the research can run the HCA for four clusters and then again for eight clusters to analyze groupings and bridging values. There

are no established criteria for the number of clusters included on a map, as these are determined by the researcher based on feedback from study participants and advisors engaged in the project.

All possible cluster solutions were analyzed for clusters 5 through 11 as the statistics for each cluster solution were reviewed for identification of the best fit. The best portrayal of data as well as strongest presented statics were recognized in the eight-cluster solution. The statistics analyzed, specifically the bridging values, are discussed in the next section. The last step of the HCA process is naming the clusters based on a review of the statements included in clusters 1 through 8. The software offers a name for each cluster based on the frequency of words in the statements as placeholders until the researcher and advisors or participants name the groups. For typical CM processes, the researcher can choose to create the final name for the clusters or allows the participants to create the final name. Due to the focus of the study, the researcher chose to name the clusters and ask for a review by the advisory members. The concept of motivation is not generally within the expertise of an attorney. The cluster names that adequately captured the thematic content of the statements heavily integrated the available research to reflect what is known about the concept of motivation. The final cluster solution contained eight clusters named: *Advocacy, Justice, Autonomy, Mastery, Support Environment, Achievement, Intrinsic Motivations, and Prosocial Motivations*. The final clusters with names and identified points can be seen in Figure 4. The final clusters with statements can be seen in Table 4.4, *Final Cluster Statement Set*.

Figure 4

Final Cluster Solution

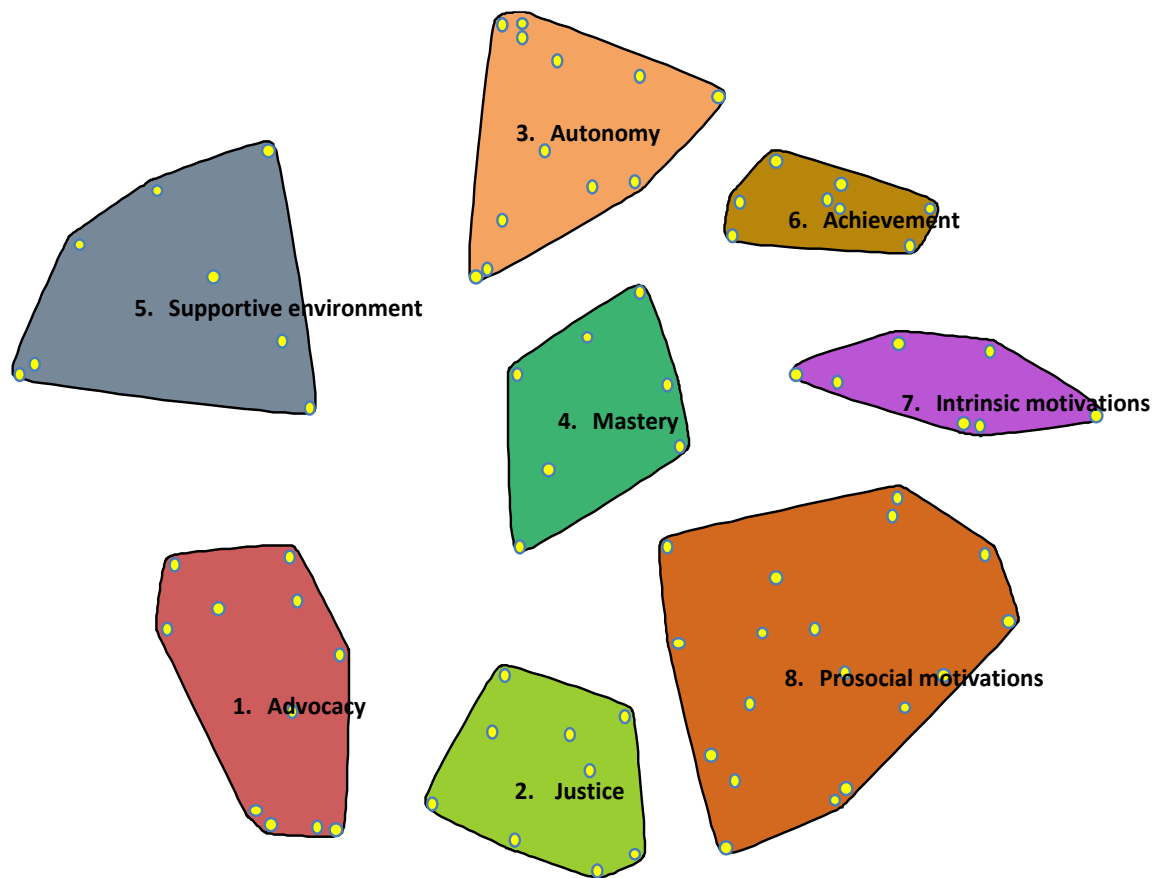


Table 4.4

Final Cluster Statement Set

Cluster	Statement	Bridging
1. Advocacy		0.6
1	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by protecting parents from abusive executive branch overreach.	0.38
2	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by work with the caseworkers to find solutions to the issues facing parents.	0.54
14	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the need to protect and defend families from judicial and agency overreaching into the familial unit.	0.59
17	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by educating young social workers, CASA and attorneys regarding statutory components that are often outright ignored.	0.81
25	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by building strong relationships with clients in need.	0.55
26	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by holding the Cabinet accountable and in check when it comes to the rights of these families and the obligations of the Cabinet.	0.47
49	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by protecting parents from having to jump through unnecessary, and often inappropriate and biased, hoops.	0.36
76	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by efficient, effective processes that align with the importance of the task at hand.	0.9
78	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supporting the judicial system to provide representation for families.	0.83
79	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by parents who want to improve.	0.71
81	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by making sure everyone is on the same team to support a family in crisis.	0.5
2. Justice		0.23
4	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supporting relative and kin caregivers through a confusing and overwhelming process.	0.21
9	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the ways to help children in their existing homes or placed with a safer, more nurturing home.	0.19

Cluster	Statement	Bridging
	11 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by guiding children and parents/families to navigate a confusing legal & social terrain.	0.18
	23 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to provide support, education, and advocacy for my LGBTQIA+ clients and their families.	0.23
	30 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping parents in the community.	0.28
	68 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by improving the child welfare system.	0.25
	72 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the idea that no one should be written off, including parents who may have subjected child(ren) to abuse or neglect.	0.29
	73 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by providing assistance to families in rural areas where public resources are scarce to non-existent.	0.26
	77 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by providing free, competent legal assistance for children who don't typically have a voice in their care.	0.22
		0.14
3. Autonomy		
	12 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by enough pay to do the job well.	0.1
	33 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by exposure to the work before law practice.	0.19
	34 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the ability to stay busy in the courtroom.	0.2
	40 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a flexible schedule.	0.22
	45 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a steady income.	0
	47 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a strong relationships and rapport with fellow attorneys in DNA actions.	0.29
	54 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by camaraderie.	0.29
	56 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by employment benefits similar to a pension.	0.02
	60 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by financial stability.	0.02

Cluster	Statement	Bridging
4. Mastery	61 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by exposure to community.	0.2
	66 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by secondary/extra income source.	0
	69 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by access to income without training and a steady caseload.	0.03
	71 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by collaboration.	0.29
	80 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by opportunities for advancement.	0.11
		0.31
	15 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by working with competent and caring attorneys who have the same goals as I do.	0.24
	19 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by providing excellent services that exceed the requirements of the statutes and ethics rules.	0.23
	29 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a collaborative environment.	0.29
	35 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a belief that providing high quality legal representation will lead others (attorneys, judges, CHFS workers, etc.) to provide high quality services also.	0.29
5. Supportive environment	39 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring there are enough good attorneys to do the work.	0.28
	41 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by doing the work rather than complaining or occasionally throwing money at the problem.	0.39
	67 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by advocacy.	0.43
		0.8
	24 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supportive supervision/supervisor.	0.74
	38 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by judges who listen.	1
	48 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supportive judges.	0.75

Cluster	Statement	Bridging
6. Achievement	50 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by judges who are engaged, knowledgeable, and follow the law.	1
	51 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by clients who are engaged.	0.69
	57 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a judge and court system that values the work.	0.93
	59 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by external pressure to serve the judge.	0.68
	64 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ability to communicate frequently with clients.	0.63
		0.24
	3 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by recognition.	0.22
	6 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by professional reputation.	0.22
	8 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by gaining the experience.	0.19
	18 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by interdisciplinary work.	0.22
7. Intrinsic motivations	32 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by practice/courtroom experience.	0.17
	42 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by professional pride.	0.39
	46 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by respect from peers.	0.15
	62 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by feeling appreciated.	0.36
		0.48
	13 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by meaningful work.	0.5
	16 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by public service.	0.44

Cluster	Statement	Bridging
8. Prosocial motivations	21 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a sense of purpose.	0.43
	22 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the feeling of accomplishment when successfully protecting parents.	0.85
	36 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by passion for the work.	0.36
	43 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring quality legal service while mentoring young attorneys in the field.	0.33
	70 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a focus on relationships, not transactions.	0.43
		0.35
	5 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by working together for the greater good.	0.6
	7 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping children in the community.	0.36
	10 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring the safety and wellbeing of children.	0.24
	20 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to positively impact the lives of clients.	0.28
	27 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping people from bad circumstances who engage in the help.	0.22
	28 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a belief that learning about what happens on a case-by-case basis, inside of the confidential bubble, will allow for an opportunity to be a credible voice on policy issues affecting children, parents, and families.	0.48
	31 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by justice.	0.31
	37 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by connecting with the parents and children.	0.34
	44 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by work that can improve, if not save, lives.	0.42
	52 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by sometimes being the first person in an authority position to make them (parents and children) feel important and relevant.	0.3
	53 As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by wanting to make a difference for families who are experiencing trauma.	0.17

Cluster	Statement	Bridging
55	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by love for the kids.	0.6
58	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping parents acquire positive parenting skills.	0.25
63	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by trying to provide an alternative to the endless cycle of poverty and drugs in families and communities.	0.41
65	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping families.	0.28
74	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping families in the community.	0.22
75	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the occasional success stories and knowing we helped improve a family's future.	0.45
82	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring kids aren't forgotten.	0.35

4.1.4 Anchoring and Bridging Values

In CM, all statements must be placed on the map through MDS. The location of statements and proximity to other statements is determined by how the collective sorts from participants are sorted. Some statements are placed on the map in a location directly adjacent to another statement due to the frequency in which it was sorted by participants. Statements that are immediately adjacent are called *anchoring* because they reflect the other statements in their vicinity (Kane & Trochim, 2007). In contrast to the anchoring statement is the bridging statement. The bridging statement is a statement that participants may group with multiple different clusters and on the map the point creates a sort of bridge between multiple locations (Kane & Trochim, 2007). Bridging values are calculated for each statement and averaged according to the clusters. The bridging values provide a quantitative data point that helps demonstrate the distance between statements as they are grouped by participants. The lower the mean bridging value is, the more tightly clustered the statements were grouped by participants. The higher the mean bridging value is, the looser statements were clustered together, or the statements were grouped less often together by participants. The bridging values are presented by cluster in Figure 5 and for each statement in Table 4.4. See also Table 4.5 for mean bridging values by cluster. The most tightly aligned cluster was *Autonomy* (M= 0.14).

Table 4.5

Mean Cluster Bridging Values

Cluster	Bridging
Advocacy	0.60
Justice	0.23
Autonomy	0.14
Mastery	0.31
Supportive environment	0.80
Achievement	0.24
Intrinsic motivations	0.48
Prosocial motivations	0.35

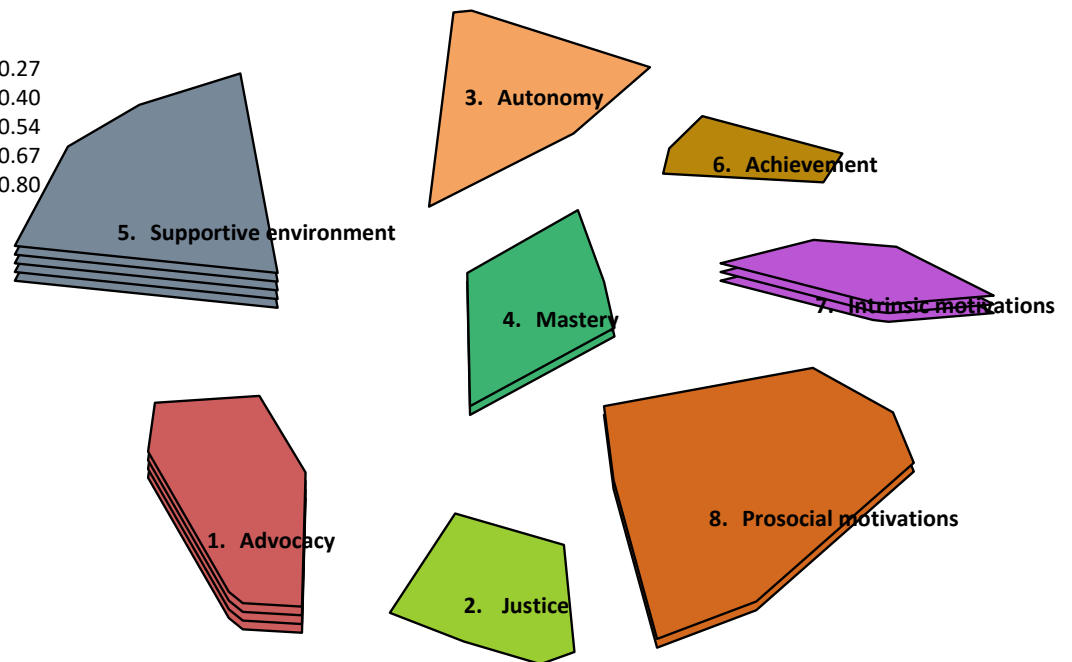
Figure 5

Mean Cluster Bridging Map

Cluster Legend

Layer Value

- 1 0.14 to 0.27
- 2 0.27 to 0.40
- 3 0.40 to 0.54
- 4 0.54 to 0.67
- 5 0.67 to 0.80



4.1.5 Statement Ratings

Another key participant engagement took place after the statements were reviewed and pruned. Structuring the statements involves two steps: a sorting of statements into groups or clusters that make meaning for the participant and a rating of the statements for identified variables (Kane & Trochim, 2007). The structuring phase of data collection with the participants described in Step 3 of the process engaged 19 participants (n=19) for the sorting and rating activities. Structuring and rating require a representative group of individuals for the activity but does not necessitate all participants or any who participated in brainstorming to return for the sorting and rating (Kane & Trochim, 2007). After sorting the statements in the CM software, as described in Chapter 3, the participants also engaged in rating the statements on the importance of the statement as it related to *recruitment* of attorneys and the importance of the statement as it related to *retention* of attorneys.

CM Item and Cluster Ratings Analysis. For the rating exercise the participants rated each of the 82 statements on their importance for recruitment and importance for retention. The Point Rating Map (Figure 6) depicts the mean rating for each individual statement for importance for recruitment. The number of levels in the column's height indicates the mean importance statement ratings for each, relative to the other statements on the map. For the statement importance for retention, Figure 7 depicts a similar map, with the statement's heights more prominent for the columns in very similar locations and several of the statements receiving higher ratings of importance for each variable.

Figure 6

Point Rating Map for Recruitment

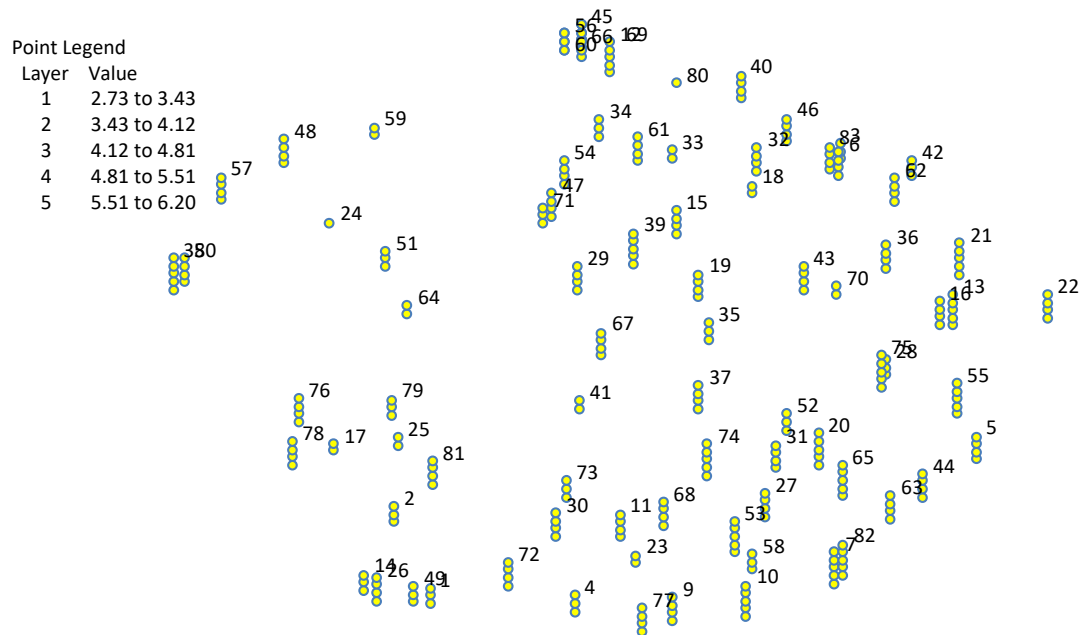
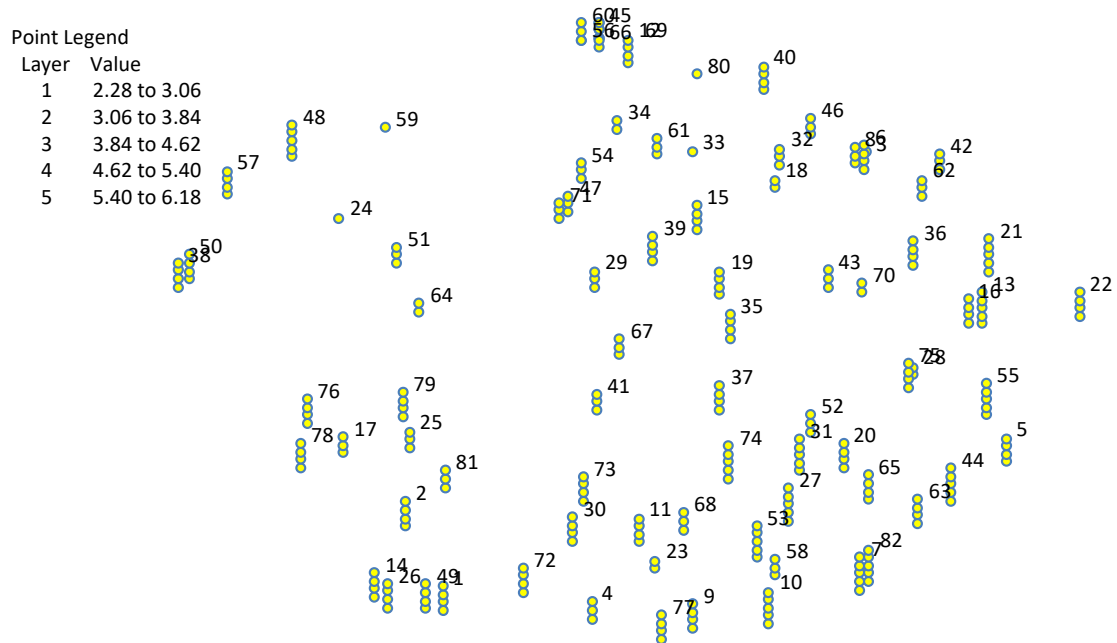


Figure 7

Point Rating Map for Retention



Cluster Differences. The ratings data were also analyzed and visually depicted by cluster based on the mean ratings for the group. Figure 8 depicts the cluster ratings for recruitment where the height of each cluster is an indication of the relative importance or higher ratings for the statements in that cluster. It is clear from this map that the *Prosocial Motivation* cluster was rated higher compared to the other clusters.

Figure 8

Cluster Rating Map for Recruitment

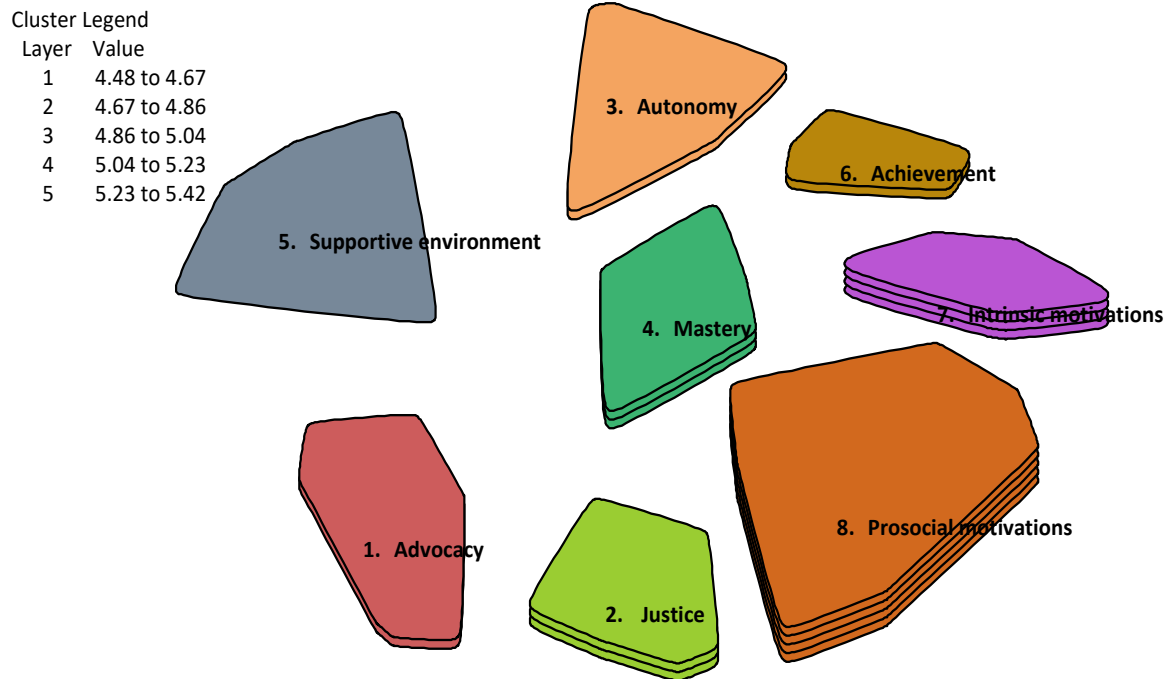
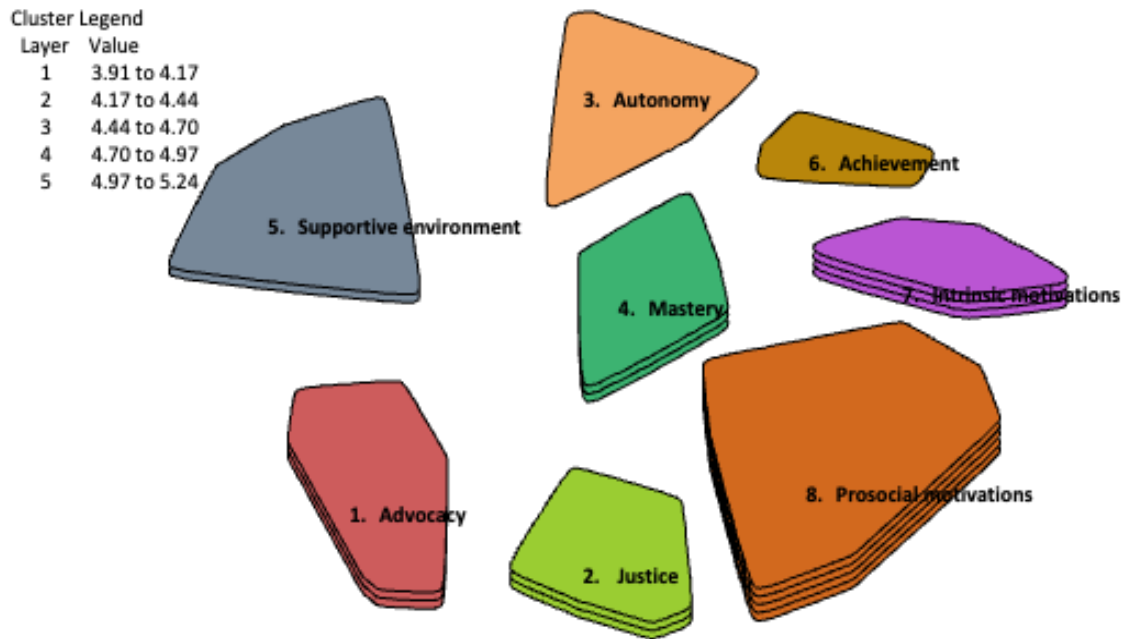


Figure 9 depicts the eight-cluster set similarly but with the ratings for retention.

The *Prosocial Motivation* cluster maintained the multiple layers as it did for recruitment, however the clusters for *Supportive Environment* and *Advocacy* also gained layers, meaning their ratings for those clusters were higher compared to recruitment.

Figure 9

Cluster Rating Map for Retention



Rating. The participants rated the statements on *importance for employment recruitment* on a 1 to 7 scale where 1 is *relatively unimportant* and 7 is *extremely important*. A second similar rating variable was established for the participants to rate the statement on *importance for employment retention*. Measuring the statements' importance for recruitment and retention creates an opportunity for the researcher to delineate strategies or workplace contexts that address recruiting or retaining attorneys in this field.

Importance for recruitment. The participants were prompted in Concept Systems™ to rate each of the 82 statements on the importance of the statement as it related to the statement *importance for recruitment* of attorneys in DNA work on a scale from 1 being *relatively unimportant* to 7 being *extremely important*. The ratings ranged with means scores between 2.73 to 6.20 for all statements based on *importance for*

recruitment. The lowest rated statement for recruitment was rated at 2.73 (SD=2.187) for statement (24) “*As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supportive supervision/supervisor.*” The highest rated statement for recruitment was rated at 6.20 (SD=1.08) for statements (10) “*As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring the safety and wellbeing of children*” and 6.20 (SD=.94) for statement (82) “*As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring kids aren’t forgotten*” Table 4.6 provides the mean rating scores for each item in the statement set.

Table 4.6

Mean Ratings of Importance for Recruitment

Number	Statement	Mean	Standard deviation
1	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by protecting parents from abusive executive branch overreach.	4.40	1.84
2	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by work with the caseworkers to find solutions to the issues facing parents.	4.67	1.68
3	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by recognition.	4.43	2.14
4	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supporting relative and kin caregivers through a confusing and overwhelming process.	4.53	1.51
5	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by working together for the greater good.	5.33	1.59
6	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by professional reputation.	5.47	2.03
7	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping children in the community.	6.07	1.16
8	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by gaining the experience.	5.13	2.10
9	As it pertains to high quality legal representation in DNA cases, attorneys are motivated by the ways to help children in their existing homes or placed with a safer, more nurturing home	5.33	1.72
10	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring the safety and wellbeing of children.	6.20	1.08
11	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by guiding children and parents/families to navigate a confusing legal & social terrain.	5.33	1.54
12	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by enough pay to do the job well.	5.67	2.19
13	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by meaningful work.	5.53	1.46
14	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the need to protect and defend families from judicial and agency overreaching into the familial unit.	4.80	1.74

Number	Statement	Mean	Standard deviation
15	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by working with competent and caring attorneys who have the same goals as I do.	5.27	1.49
16	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by public service.	5.00	1.96
17	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by educating young social workers, CASA and attorneys regarding statutory components that are often outright ignored.	3.93	1.87
18	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by interdisciplinary work.	3.47	1.85
19	Providing excellent services that exceed the requirements of the statutes and ethics rules.	5.07	1.58
20	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to positively impact the lives of clients.	5.80	1.74
21	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a sense of purpose.	5.53	1.88
22	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the feeling of accomplishment when successfully protecting parents.	5.36	1.91
23	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to provide support, education, and advocacy for my LGBTQIA+ clients and their families.	3.47	1.85
24	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supportive supervision/supervisor.	2.73	2.19
25	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by building strong relationships with clients in need.	4.00	2.17
26	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by holding the Cabinet accountable and in check when it comes to the rights of these families and the obligations of the Cabinet.	5.00	1.80
27	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping people from bad circumstances who engage in the help.	5.20	1.32
28	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a belief that learning about what happens on a case-by-case basis, inside of the confidential bubble, will allow for an opportunity to be a credible voice on policy issues affecting children, parents, and families.	4.27	1.79
29	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by collaborative environment.	4.87	1.81
30	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping parents in the community.	5.40	1.55

Number	Statement	Mean	Standard deviation
31	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by justice.	5.07	1.94
32	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by practice/courtroom experience.	5.07	2.15
33	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by exposure to the work before law practice.	4.07	2.40
34	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the ability to stay busy in the courtroom.	4.20	2.54
35	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a belief that providing high quality legal representation will lead others (attorneys, judges, CHFS workers, etc.) to provide high quality services also.	4.53	1.55
36	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by passion for the work.	5.27	2.05
37	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by connecting with the parents and children.	5.00	1.41
38	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by judges who listen.	5.73	1.62
39	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring there are enough good attorneys to do the work.	5.60	1.24
40	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by flexible schedule.	4.93	1.94
41	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by doing the work rather than complaining or occasionally throwing money at the problem.	4.07	1.91
42	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by professional pride.	4.67	2.16
43	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring quality legal service while mentoring young attorneys in the field.	5.00	1.65
44	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by work that can improve, if not save, lives.	5.33	1.84
45	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by steady income.	5.47	2.23
46	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by respect from peers.	5.21	2.01

Number	Statement	Mean	Standard deviation
47	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by strong relationships and rapport with fellow attorneys in DNA actions.	4.93	1.98
48	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supportive judges.	4.87	1.96
49	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by protecting parents from having to jump through unnecessary, and often inappropriate and biased, hoops.	4.53	2.10
50	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by judges who are engaged, knowledgeable, and follow the law.	5.33	1.72
51	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by clients who are engaged.	4.21	2.08
52	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by sometimes being the first person in an authority position to make them (parents and children) feel important and relevant.	4.47	1.92
53	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by wanting to make a difference for families who are experiencing trauma.	5.80	1.57
54	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by camaraderie.	5.00	2.14
55	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by love for the kids.	5.87	1.51
56	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by employment benefits similar to a pension.	4.40	2.61
57	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a judge and court system that values the work.	5.47	1.60
58	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by help parents acquire positive parenting skills.	4.40	1.76
59	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by external pressure to serve the judge.	3.53	1.92
60	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by financial stability.	4.73	2.37
61	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by exposure to community.	5.13	1.85
62	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by feeling appreciated.	5.36	2.21

Number	Statement	Mean	Standard deviation
63	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by trying to provide an alternative to the endless cycle of poverty and drugs in families and communities.	5.20	1.74
64	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ability to communicate frequently with clients.	3.93	1.94
65	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping families.	5.73	1.62
66	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by secondary/extra income source.	5.33	2.09
67	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by advocacy.	4.87	2.20
68	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by improving the child welfare system.	4.93	1.94
69	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by access to income without training and a steady caseload.	4.80	2.27
70	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a focus on relationships, not transactions.	3.80	2.01
71	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by collaboration.	4.60	1.99
72	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the idea that no one should be written off, including parents who may have subjected child(ren) to abuse or neglect.	5.00	1.84
73	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by providing assistance to families in rural areas where public resources are scarce to non-existent.	4.53	1.81
74	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping families in the community.	5.87	1.36
75	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the occasional success stories and knowing we helped improve a family's future.	5.80	1.70
76	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by efficient, effective processes that align with the importance of the task at hand.	5.47	1.68
77	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by providing free, competent legal assistance for children who don't typically have a voice in their care.	5.27	1.91
78	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supporting the judicial system to provide representation for families.	5.13	1.46

Number	Statement	Mean	Standard deviation
79	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by parents who want to improve.	4.67	1.68
80	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by opportunities for advancement.	3.27	2.31
81	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by making sure everyone is on the same team to support a family in crisis.	4.87	1.88
82	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring kids aren't forgotten.	6.20	0.94

Importance for retention. The participants were asked to rate each of the 82 statements on the importance of the statement as it related to the statement *importance for retention* of attorneys in DNA work on a scale from 1 being *relatively unimportant* to 7 being *extremely important*. The ratings ranged with means scores between 2.28 and 6.18 for all statements based on *importance for retention*. The highest rated statement based on *importance for retention* was a mean score of 6.18 (SD=1.07) for statement (10) “As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring the safety and wellbeing of children,” the same statement as *importance for recruitment* above. The lowest rated statement had a mean score of 2.28 (SD= 1.78) for statement (59) “As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by external pressure to serve the judge.” Table 4.6 presents mean scores and standard deviation for the ratings of *importance for retention*.

Table 4.7

Mean Ratings of Importance for Retention

Number	Statement	Mean	Standard deviation
1	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by protecting parents from abusive executive branch overreach.	5.11	1.78
2	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by work with the caseworkers to find solutions to the issues facing parents.	4.78	1.40
3	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by recognition.	3.00	2.10
4	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supporting relative and kin caregivers through a confusing and overwhelming process.	4.22	1.35
5	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by working together for the greater good.	4.94	1.73
6	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by professional reputation.	4.71	2.31
7	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping children in the community.	6.11	1.13
8	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by gaining the experience.	4.50	1.86
9	As it pertains to high quality legal representation in DNA cases, attorneys are motivated by the ways to help children in their existing homes or placed with a safer, more nurturing home	5.00	1.46
10	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring the safety and wellbeing of children.	6.18	1.07
11	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by guiding children and parents/families to navigate a confusing legal & social terrain.	5.00	1.58
12	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by enough pay to do the job well.	4.83	2.53
13	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by meaningful work.	5.41	1.58
14	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the need to protect and defend families from judicial and agency overreaching into the familial unit.	4.67	1.75

Number	Statement	Mean	Standard deviation
15	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by working with competent and caring attorneys who have the same goals as I do.	5.00	1.57
16	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by public service.	5.06	1.47
17	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by educating young social workers, CASA and attorneys regarding statutory components that are often outright ignored.	4.00	1.53
18	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by interdisciplinary work.	3.72	1.78
19	Providing excellent services that exceed the requirements of the statutes and ethics rules.	4.94	1.51
20	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to positively impact the lives of clients.	5.39	1.33
21	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a sense of purpose.	5.41	1.77
22	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the feeling of accomplishment when successfully protecting parents.	4.72	1.81
23	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to provide support, education, and advocacy for my LGBTQIA+ clients and their families.	3.35	1.84
24	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supportive supervision/supervisor.	2.61	1.65
25	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by building strong relationships with clients in need.	3.88	1.76
26	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by holding the Cabinet accountable and in check when it comes to the rights of these families and the obligations of the Cabinet.	5.33	1.75
27	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping people from bad circumstances who engage in the help.	5.56	1.25
28	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a belief that learning about what happens on a case-by-case basis, inside of the confidential bubble, will allow for an opportunity to be a credible voice on policy issues affecting children, parents, and families.	3.83	1.92
29	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by collaborative environment.	4.39	1.97
30	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping parents in the community.	4.89	1.57

Number	Statement	Mean	Standard deviation
31	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by justice.	5.44	1.42
32	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by practice/courtroom experience.	4.06	1.95
33	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by exposure to the work before law practice.	2.94	2.10
34	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the ability to stay busy in the courtroom.	2.10	2.39
35	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a belief that providing high quality legal representation will lead others (attorneys, judges, CHFS workers, etc.) to provide high quality services also.	2.39	1.60
36	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by passion for the work.	5.17	1.69
37	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by connecting with the parents and children.	5.00	1.64
38	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by judges who listen.	5.11	1.91
39	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring there are enough good attorneys to do the work.	5.17	1.72
40	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by flexible schedule.	4.67	2.09
41	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by doing the work rather than complaining or occasionally throwing money at the problem.	4.17	1.95
42	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by professional pride.	4.50	2.04
43	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring quality legal service while mentoring young attorneys in the field.	4.56	1.69
44	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by work that can improve, if not save, lives.	5.44	1.34
45	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by steady income.	4.00	2.52
46	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by respect from peers.	4.06	2.24

Number	Statement	Mean	Standard deviation
47	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by strong relationships and rapport with fellow attorneys in DNA actions.	4.56	2.28
48	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supportive judges.	5.63	1.31
49	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by protecting parents from having to jump through unnecessary, and often inappropriate and biased, hoops.	4.78	1.90
50	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by judges who are engaged, knowledgeable, and follow the law.	5.39	1.72
51	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by clients who are engaged.	4.39	1.85
52	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by sometimes being the first person in an authority position to make them (parents and children) feel important and relevant.	4.33	2.14
53	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by wanting to make a difference for families who are experiencing trauma.	5.61	1.65
54	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by camaraderie.	4.33	2.25
55	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by love for the kids.	5.72	1.84
56	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by employment benefits similar to a pension.	3.06	2.41
57	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a judge and court system that values the work.	5.06	1.95
58	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by help parents acquire positive parenting skills.	3.89	1.75
59	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by external pressure to serve the judge.	2.28	1.78
60	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by financial stability.	4.00	2.52
61	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by exposure to community.	4.22	2.13
62	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by feeling appreciated.	4.33	2.09

Number	Statement	Mean	Standard deviation
63	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by trying to provide an alternative to the endless cycle of poverty and drugs in families and communities.	5.00	1.64
64	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ability to communicate frequently with clients.	3.33	2.06
65	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping families.	5.33	1.64
66	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by secondary/extra income source.	4.44	2.23
67	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by advocacy.	4.33	2.11
68	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by improving the child welfare system.	4.50	2.26
69	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by access to income without training and a steady caseload.	3.53	2.37
70	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a focus on relationships, not transactions.	3.83	1.92
71	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by collaboration.	4.11	1.94
72	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the idea that no one should be written off, including parents who may have subjected child(ren) to abuse or neglect.	4.89	2.19
73	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by providing assistance to families in rural areas where public resources are scarce to non-existent.	4.67	1.78
74	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping families in the community.	5.50	1.29
75	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the occasional success stories and knowing we helped improve a family's future.	5.22	1.93
76	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by efficient, effective processes that align with the importance of the task at hand.	5.00	1.81
77	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by providing free, competent legal assistance for children who don't typically have a voice in their care.	5.39	1.88
78	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supporting the judicial system to provide representation for families.	4.94	1.73
79	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by parents who want to improve.	4.67	1.64

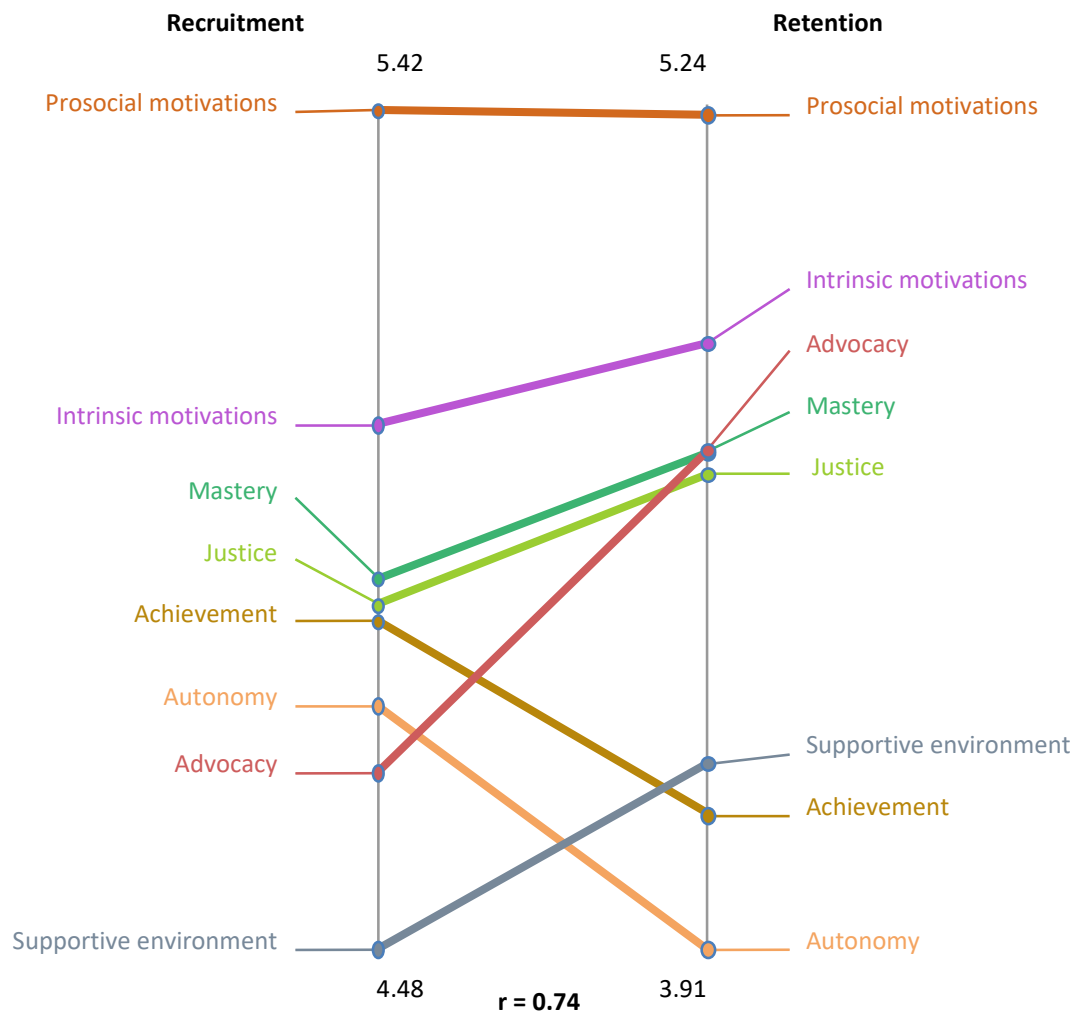
Number	Statement	Mean	Standard deviation
80	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by opportunities for advancement.	2.67	2.17
81	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by making sure everyone is on the same team to support a family in crisis.	4.50	1.72
82	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring kids aren't forgotten.	5.78	1.35

4.1.6 Pattern Match

The pattern match display is a ladder graph that demonstrates the comparison between two variables within the average cluster ratings. The analysis explores the difference in conceptualization, if any, of motivation based on the perceived importance of those motivations comparing recruitment and retention. The analysis offers a correlation statistic (Pearson's r) identifying the degree to which the ranking of cluster importance to retention compares to the ranking of cluster of importance to recruitment. Zero indicates no correlation and 1 indicates perfect correlation (Kane & Trochim, 2007). Figure 10 demonstrates the ladder graph and the correlation coefficient $r=0.74$. This shows a fairly strong correlation between clusters ranked on importance of recruitment compared to importance of retention. The importance of those factors for recruitment and retention were all within close ranges ($>.20$) with the exception of the *Autonomy* cluster, which demonstrated a higher priority for the cluster at recruitment with a mean rating of 4.75, whereas for retention the rating dropped to 3.91, and the *Achievement* cluster with a mean rating of 4.85 for importance for recruitment and 4.12 for importance for retention.

Figure 10

Pattern Match



4.1.7 Go-Zones

The Go-Zone is a new analysis that does not use the Point Map as all the other analyses use but instead utilizes the ratings alone. The mean ratings for *importance for recruitment* and *importance for retention* (see Tables 4.6 and Table 4.7) are used to produce the Go-Zone visual. The Go-Zone demonstrates to participants or the researchers where the most actionable items are based on the perspectives of the participants. The two variables are placed along the x-y axis in Figure 10. The importance for recruitment is placed on the x-axis and the importance for retention on the y-axis. The graph is broken into four quadrants divided above or below the mean for each variable. The purpose of the Go-Zone is to visualize for participants where the statements are rated highest among both variables. In this case, where *recruitment* and *retention* are rated highest may create an opportunity to focus on strategies that address identifying attorneys to represent parents and children as well as retain them in the field. The Go-Zone statements identified in the upper-right hand quadrant are those statements that typically identify the most “actionable” items within each cluster (see Figure 11) (Kane & Trochim, 2007, p. 129). See Go-Zone statements at Table 4.8. The highest rated statements in the Go-Zone (7, 10, 53, 82, 74) related to helping children or helping in the community. This indicates that recruiting and retaining strategies that identify those with strong prosocial or public service motivations could increase or help stabilize the pool of attorneys. Before employing strategies related to the Go-Zone statements, more research is needed to understand the workplace contexts that could influence recruitment and retention.

Figure 11

Go-Zone Display

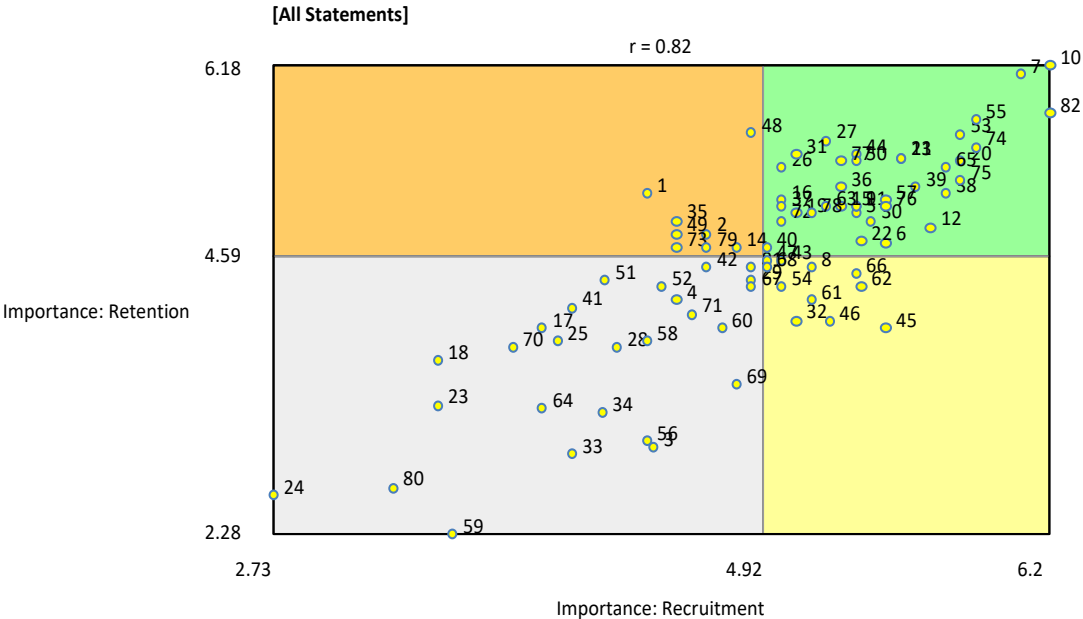


Table 4.8

Go Zone Statements

Number	Go zone statement
5	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by working together for the greater good.
6	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by professional reputation.
7	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping children in the community.
9	As it pertains to high quality legal representation in DNA cases, attorneys are motivated by the ways to help children in their existing homes or placed with a safer, more nurturing home
10	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring the safety and wellbeing of children.
11	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by guiding children and parents/families to navigate a confusing legal & social terrain.
12	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by enough pay to do the job well.
13	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by meaningful work.
15	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by working with competent and caring attorneys who have the same goals as I do.
16	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by public service.
19	Providing excellent services that exceed the requirements of the statutes and ethics rules.
20	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to positively impact the lives of clients.
21	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a sense of purpose.
22	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the feeling of accomplishment when successfully protecting parents.
23	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to provide support, education, and advocacy for my LGBTQIA+ clients and their families.
26	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by holding the Cabinet accountable and in check when it comes to the rights of these families and the obligations of the Cabinet.

Number	Go zone statement
27	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping people from bad circumstances who engage in the help.
30	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping parents in the community.
31	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by justice.
36	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by passion for the work.
37	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by connecting with the parents and children.
38	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by judges who listen.
39	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring there are enough good attorneys to do the work.
40	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by flexible schedule.
44	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by work that can improve, if not save, lives.
50	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by judges who are engaged, knowledgeable, and follow the law.
53	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by wanting to make a difference for families who are experiencing trauma.
55	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by love for the kids.
57	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a judge and court system that values the work.
63	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by trying to provide an alternative to the endless cycle of poverty and drugs in families and communities.
65	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping families.
72	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the idea that no one should be written off, including parents who may have subjected child(ren) to abuse or neglect.
74	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by helping families in the community.
75	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the occasional success stories and knowing we helped improve a family's future.
76	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by efficient, effective processes that align with the importance of the task at hand.

Number	Go zone statement
77	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by providing free, competent legal assistance for children who don't typically have a voice in their care.
78	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supporting the judicial system to provide representation for families.
82	As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring kids aren't forgotten.

Chapter Summary

Concept mapping is a participatory method that utilizes quantitative analysis for qualitative data. Concept mapping is used to collect stakeholder voices and opinions and analyze them rigorously to create visual depictions of the analyses for use by researchers or stakeholders themselves. The Concept SystemsTM software was used in the analysis of the data and creation of the visuals with the exception of the demographics questionnaire. The outputs from the Concept Mapping analysis create the opportunity to visualize the results of a mixed-methods approach in ways that other methods don't provide. The analyses provide several ways to understand the data that allow for the researcher to clearly see how participants conceptualized motivation. The following chapter will include a discussion of the results above, strengths and limitations of the study, and implications for policy, practice, and future research.

CHAPTER 5. DISCUSSION

The overall aim of this study was to explicate a conceptual model for factors that motivate attorneys who represent parents or children in the child welfare system. Discussed in Chapters 1 and 2 is what is currently understood about employment motivation, the connection between motivation and job performance, the importance of job performance in dependency, neglect, and abuse proceedings, as well as the challenges to high performance as they are currently understood. To ensure children and parents receive quality legal representation, the attorneys who represent them need to have their needs met and have motivation to perform well. Current academic literature does not clearly delineate the factors that motivate attorneys who serve parents and children in DNA cases. Thus, this dissertation sought to fill this gap in the knowledge base. In Chapter 3 the study methods for this project were described as well as the justification for the method. Eliciting the voices of attorneys to offer their perceptions of factors that motivate lawyers who represent parents and children in child welfare proceedings is rooted in the assumption that attorneys' interactions with others influences their reality and understanding of their environment (i.e. social constructionism) (Andrews, 2012). It is also assumed that where attorneys are situated in society (standing beside parents and children) at the intersection of gender, race, and justice issues influences their individual perspectives. Conceptualizing the factors that motivate attorneys who serve marginalized individuals creates an opportunity to enhance their performance to better serve those in the margins. It also creates an opportunity for those in the social work sector to better understand attorneys they work with on multi-disciplinary teams or in the court room. The results from Chapter 4 will be discussed in relation to each research question below.

RQ 1) How do parent and child attorneys for dependency, neglect, and abuse proceedings conceptualize the factors that motivate high-quality legal representation?

RQ 2) Do the identified motivators differ in importance for attorneys between recruitment and retention?

This chapter will offer explicit interpretations of the results guided by available literature and theories discussed above. For RQ 1 the discussion will briefly review the conceptualized factors (8 Cluster Solution, Figure 3) followed by the relationship of the factors to current literature about employment motivation. The second research question (RQ 2) will be addressed in a discussion focused on the participant ratings, specifically utilizing the Pattern Match (Figure 9) and Go-Zone (Figure 10) interpretations. Finally, this chapter will present implications for child welfare and social work practice, policy, and education.

CONCEPTUALIZATIONS OF ATTORNEY MOTIVATION

The aim of this research (RQ1) was to conceptualize the factors that motivate attorneys who serve children and/or parents in dependency, neglect, and abuse proceedings. Employment motivation is a key factor in job performance (Deci et al., 2017; Van Iddekinge et al., 2018). This study sought to examine what motivates attorneys to engage in this work to better understand the key factors for quality legal representation. The Final Statement Set (Table 4.3) offers the perspectives of attorneys in Kentucky who serve parents and children in DNA cases as they relate to what motivates them and their peers. Individually the statement set may offer insight on motivating factors for attorneys and could point to potential solutions. However, the findings overall offer a broader understanding of the conceptual model build on the input of the attorneys

through the brainstorming of statements, and sorting and rating activities. The following sections will provide an interpretation of the findings within the analyses as well as in context with the current literature.

FINAL CLUSTER SOLUTION

The final cluster solution, as discussed in the previous chapter, contained eight clusters: *Advocacy*, *Justice*, *Autonomy*, *Mastery*, *Support Environment*, *Achievement*, *Intrinsic Motivations*, and *Prosocial Motivations*. The identified clusters were based on the 82 statements brainstormed and then sorted by study participants. The cluster with the most closely connected statements based on the bridging values is the *Autonomy* cluster ($M=.14$) meaning the participants most frequently sorted those statements together. The cohesiveness of the clusters remaining in order of mean bridging value are *Justice* ($M=.23$), *Achievement* ($M=.24$), *Mastery* ($M=.31$), *Prosocial Motivations* ($M=.35$), *Intrinsic Motivations* ($M=.48$), *Advocacy* ($M=.60$), and *Supportive Environment* ($M=.80$). While solutions for clusters 5 through 11 were analyzed, the cluster with the highest bridging value, *Supportive Environment*, clustered the same statements with every solution (clusters 5 through 11) with the same higher bridging value ($M=.80$). The determination of the final number of clusters is based on the researcher's perception of cohesiveness of the statements and the bridging values. Upon analysis of the 7 and 8 Cluster solution options, Cluster 8 offered optimal bridging values for almost all clusters, with the same Supportive Environments cluster. The distinct difference between the 7 Cluster solution and 8 Cluster solution was the separation of one group of statements that in seven clusters was combined and in eight clusters was separated. Conceptually, based on the researcher's interpretations the 7 Cluster solution groups statements together (46,

31, 8, 18, 6, 3, 62, 42, 43, 36, 21, 70, 16, 13, and 22) that don't align with current motivation research, as it presents two ideas in one cluster: achievement and intrinsic motivations (See Final Statement Table 4.3). While often identified as an intrinsic motivation, achievement is a separate concept because it can be in conflict, compensate for, or facilitate both intrinsic and extrinsic motivation (Locke, 2012; Locke & Schattke, 2019). The researchers differentiate the three concepts by clarifying definitions based on the drivers of the concept, specifically defining achievement as "competition with a standard of excellence" whereas intrinsic motivation is enjoying an activity for the sake of itself and extrinsic as performing an activity for some future value (Locke & Schattke, 2019, p. 285). Thus, the final solution set of eight clusters was determined. The final cluster set was reviewed by the advisory group with positive feedback and clarifying questions related to the *Autonomy* cluster, discussed below. The interpretation of the clusters, statements and statistics is a balance of science and art, necessitating a strong understanding of current literature related to the concepts being explored. In the following sections a brief review of the literature is presented along with a discussion of the individual clusters as they connect to the current context (in both policy and practice) as well as the related studies on motivation.

MOTIVATION AND PERFORMANCE

The aim of this study was to conceptualize the factors that motivate attorneys who represent children and parents in DNA proceedings. The identified conceptualizations are discussed in the final cluster sets in the following paragraphs. The theoretical underpinnings and academic research are highlighted within each cluster to further articulate the interpretations of the findings. Following is a description of each of the

eight final clusters in the solution set. See Table 4.4 for a list of each statement in the cluster.

5.1.1 Cluster 1: Advocacy

A key function of lawyering is legal advocacy. As identified in the Family Justice Initiative's listed attributes for high-quality legal representation, out-of-court and legal advocacy are essential functions (Family Justice Initiative, 2019). Cornell Law School defines an advocate as a person who "actively promotes the interest of another person or enterprise" (Legal Information Institute, 2022, para 1.). The statements included in this cluster indicate a value placed on advocacy and a sense of role fulfillment. Statements from this set include (49) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by protecting parents from abusive executive branch overreach*, which spoke directly to the notion of serving marginalized individuals. Another statement in the cluster addresses the importance of relationship building in representation: (25) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by protecting parents from abusive executive branch overreach*, an idea which is clearly articulated in FJI's attributes (Family Justice Initiative, 2019).

Additional statements relate to aspects of out-of-court advocacy identified by FJI, particularly statement (2) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by work with the caseworkers to find solutions to the issues facing parents*, which is connected to the urge to engage in case planning and advocacy for services. The statements overall seemed to portray a balance between ensuring the system is accountable to the families and ensuring the families were able to

access services and navigate the system. The attorneys who represent children and families in the child welfare system in this study clearly identified advocacy as a key motivator to provide high-quality legal representation. Advocacy is a core function of the work of most attorneys, and in child welfare law, advocacy is often a necessary function for the client as they face complex systems that have the power to alter the path of their life. The statements across the cluster related to educating the client or other stakeholders, addressing systems overreach, and promoting the interest of the parent or child.

5.1.2 Cluster 2: Justice

Justice seeking is a key function of lawyering, especially public interest lawyering. Justice is also a type of motivation identified in research that is connected to equity theory with an emphasis on a drive for fairness (Kanfer et al., 2017). Justice motives are rooted in a person's perception of imbalances that "create a psychological tension that they are motivated to reduce" and is typically identified within Cognitive Evaluations Theory, commonly known as intrinsic motivation (Kanfer et al., 2017, p. 340). Statements that portray the motive of justice clearly include (4) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supporting relative and kin caregivers through a confusing and overwhelming process* as well as (23) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to provide support, education, and advocacy for my LGBTQIA+ clients and their families*. As an internal drive, addressing an imbalance aligns well with the purpose of the attorney's role, especially in DNA proceedings, where individuals with little power are expected to understand complex concepts, often while navigating major life disruptions, such as moving from a house you

know as a child into a strangers home, or submitting to drug tests, evaluations, and mandated parenting classes as a parent. Whether or not intervention is necessary to keep a child safe, the system is still acting upon the family from a position of power; the child and parent's legal representation are (ideally) working to ensure that power imbalance does not cause harm. Statement (72) demonstrates the motivation to address that imbalance: *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the idea that no one should be written off, including parents who may have subjected child(ren) to abuse or neglect.* Attorneys for parents and children work to balance the scales for their clients. Justice is another core function of lawyering, and essential within public interest law. The identification of justice as a driver for quality legal representation aligns well with the ABA standards for representation for both parents and children. Creating a workplace context that promotes justice, for example, making certain that all parties are following the law and recognizing and addressing implicit and explicit bias without fear of retaliation, can ensure the attorney's drive for justice is met.

5.1.3 Cluster 3: Autonomy

The concept of autonomy is core to both Self-Determination Theory and Pink's Framework as one of three key motivators for employment (Deci et al., 1999; Pink, 2009; Ryan & Deci, 2000). As discussed above, Self-Determination Theory is a macro theory, made up of six miniature theories related to motivation. Elements of autonomy appear in four of those six theories, specifically speaking to the importance of autonomy for internalization (Deci & Ryan, 2000; Ryan & Deci, 2000). As a reminder, Pink (2009) describes autonomy as the 4 Ts: Task, Time, Technique, and Team. For employees of any

kind, decisions related to when you work, how you work, who you work with, and what you do within the work all create the opportunity to enhance or hinder autonomy.

Findings from this study support notions from Self-Determination Theory and Pink's framework in that autonomy was identified as a key aspect of motivation to do this work.

The drive for autonomy is clearly articulated by attorneys in the following statements:

(40) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by flexible schedule*, and (12) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by enough pay to do the job well*, also (71) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by collaboration* and (47) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by strong relationships and rapport with fellow attorneys in DNA actions*. Those statements address the 4 Ts of task, time, technique, and team. FJI's systems attributes include a recommendation for ensuring attorneys are appointed and have enough time for a meaningful meeting. This recommendation is clearly connected to work environment and also allows for more autonomy as it diminishes urgency or constraining timelines (Family Justice Initiative, 2019).

In addition to being important for a desire to do the work, autonomy is also critical to job performance. According to Pink's (2009) synthesis of relevant research, autonomous motivation, or self-determined action, can promote better understanding, better grades, and enhanced persistence in activities. SDT has been tested in laboratories and in job settings for numerous studies that continue to confirm the connection between a supportive managerial setting, the perception of autonomy, and strong job performance

(Deci et al., 2017). Related to the fourth T, Team, statements included in this cluster also connected to camaraderie and collaboration: (54) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by camaraderie* and (71) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by collaboration*. Most of the attorneys in this study are solo practitioners, meaning they are their own employer and create their own opportunities for employment, an employment framework that underscores the importance of autonomy. Opportunities to further enhance autonomy in this setting include ensuring that per-client pay is adequate to prevent excessive caseloads, which addresses both the basic needs of the attorney as well as how they control their tasks and time. FJI recommends caseloads to not exceed 60 clients at a time (Family Justice Initiative, 2019).

5.1.4 Cluster 4: Mastery

The concept of mastery is rooted in SDT's competence and is offered by Pink (2009) as a key motivational factor for a workforce with values more oriented toward a purpose, instead of the traditional carrot-and-stick approach of workplaces that encourage compliance but do not inspire performance. As a reminder, SDT's three, innate psychological needs are autonomy, competence, and relatedness (Ryan & Deci, 2000). Pink explains mastery as an elusive, attractively difficult, incremental concept—meaning a desire to get better at something that matters to that individual. The statements in the *Mastery* cluster range across Pink's three laws, as discussed in Chapter 1: Mastery is a Mindset, Mastery is a Pain, and Mastery is an Asymptote. In statements (15) and (35), respectively, the attorneys connect the notion of knowledge building with a collaborative approach involving other stakeholders: *As it pertains to providing high quality legal*

representation in DNA cases, attorneys are motivated by working with competent and caring attorneys who have the same goals as I do and As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a belief that providing high quality legal representation will lead others (attorneys, judges, CHFS workers, etc.) to provide high quality services also. These statements developed by the attorneys clearly demonstrate a motivation for skilled and competent performance by attorneys.

Additional statements in the *Mastery* cluster spoke to an endurance in the position, related to mastery being a pain, with statements (39) and (41), respectively, *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring there are enough good attorneys to do the work and As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by doing the work rather than complaining or occasionally throwing money at the problem.* Based on these two statements it appears that the participants perceive themselves to be knowledgeable enough to do the job, then they feel an obligation to do it.

5.1.5 Cluster 5: Support Environment

A supportive environment, especially supportive supervision, has demonstrated effects on an employee's performance (Deci et al., 2017; Herzberg, 1968; Smith & Shields, 2013). Statistically this cluster has the least connectivity among statements based on the bridging value ($M=.80$). There is likely less connectivity here because attorneys in child welfare law in Kentucky do not have exposure or have limited experience with a team or multi-disciplinary environment. The conceptual cohesiveness is lacking because truly supportive environments are not the norm when you are self-employed. Nearly all

(91%) of the attorneys who participated were self-employed or working in small firms with 10 or less employees. Attorneys typically receive little support with tasks like research, investigations, and filing (D'Andrea, 2012; Duquette et al., 2016), especially those who are self-employed or work in small firms. Attorneys who serve marginalized clients in settings where they are not assisted with administrative or investigative tasks or they are alone and lack collegiality are at risk of feeling unsupported. And while collaboration was clearly represented in the statements within other clusters, this cluster may lend to this notion of professional marginality, discussed in Chapter 3. Public interest lawyering is typically seen as less valued and less prestigious in the overall attorney profession (Zaloznaya & Nielsen, 2011). The work can be thankless and lead to isolation from peers. The idea of support, while motivating, may be difficult to conceive of in relation to other motivators because the attorneys are often relying on themselves to perform their duties.

The statements were clearly topically aligned, despite the bridging statistic. Statements 38, 48, 50, 57, and 59 all mentioned judges. The following statements in the cluster focused on judges and external motivators as the connecting threads: (38) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by judges who listen*, (48) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supportive judges*, (50) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by supportive judges*, (57) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by a judge and court system that values the work*, and (59) *As it pertains to providing high quality legal representation in*

DNA cases, attorneys are motivated by external pressure to serve the judge. Judges can play a key role in creating a supportive environment by promoting professionalism, setting the tone for collaboration, and creating opportunities for learning among the attorneys involved. Research demonstrates that attorneys who practice in supportive settings perform more effectively and produce better outcomes for children and parents (Thornton & Gwin, 2012).

5.1.6 Cluster 6: Achievement

Achievement as it relates to motivation means “wanting to do well” (Locke & Schattke, 2019, p. 277). In recent years, researchers in the motivation space have urged an agenda around the delineation of achievement motivation as its own distinct construct outside of intrinsic motivation and extrinsic motivation. In the 1950s McClelland posited achievement motivation as “competition with a standard, as a striving for excellence in some form” (Locke & Schattke, 2019, p. 280). Researchers argue that there is a likely interrelationship between intrinsic motivation, achievement, and extrinsic motivations as they can facilitate each other, compensate for each other, or be in conflict with one another (Locke & Schattke, 2019).

In this study, statements in the *Achievement* cluster all connect with the idea of attorneys striving for or doing well at a function or task including (3) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by recognition*, (6) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by professional reputation*, and (8) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by gaining the experience*. Additional statements in the cluster also connected back to

working with others including (18) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by interdisciplinary work*, and (46) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by interdisciplinary work*. This cluster, like the previous (Supportive environment), both speak to a motivation or identification of needs connected to environmental or workplace contexts. The workplace context developed within the system is established within a set of policies, practices, and systemic norms often enforced by the judge. Opportunities for achievement are created by the appointment of the attorneys, recognition or commendation by the judges or other system stakeholders, and growing a level of competence within the work that opens employment opportunities based on experience or connections.

5.1.7 Cluster 7: Intrinsic Motivations

The set of statements within the seventh cluster (see Table 4.4) align well with the definition of intrinsic motivation, being a task or action that is interesting, enjoyable, and perceived to be self-determined (Kanfer et al., 2017; Ryan & Deci, 2000). The breadth of the statements demonstrates how intrinsic motivation is subjective and based on the individual's own desires. The statements included (13) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by meaningful work*, to (70) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by meaningful work*. SDT's definition of intrinsic motivation posits that conditions or actions supporting a person's autonomy, competency, or relatedness creates the highest form of motivation for activities, which also influences performance (Deci et al., 1999; Ryan & Deci, 2000). The statements in this cluster

demonstrate an importance for purpose, passion, and meaning for the provision of quality legal representation. In SDT as well as Pink's Framework (2009), purpose is an internal driver that, when realized, results in high performance in ways that no extrinsic motivator can achieve. Enhancing an attorney's intrinsic motivations has more to do with individual preferences and fit than environment. Identifying and retaining attorneys who are driven by purpose that aligns with child welfare law can be enhanced by promoting the availability and importance of the work as a profession.

5.1.8 Cluster 8: Prosocial Motivations

As discussed above, prosocial motivation is "the desire to expend effort to benefit other people" (Grant, 2008b, p. 48). It is less intrinsically driven and more about the need to fulfill values or identities or protect self-esteem or avoid guilt (Grant, 2008a). For attorneys, especially, prosocial motivation may get activated by the request for sliding scale or pro bono work, or the representation of parents and children may align with their values for being active in their community. Several statements in this cluster were situated around helping, protecting, and action for the good of other people. For example statements 5, 20, and 44, respectively, (5) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by working together for the greater good*, (20) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by the opportunity to positively impact the lives of clients*, and (44) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by work that can improve, if not save, lives*. Like intrinsic motivations, ensuring attorneys are aware of the availability and importance of the work, prosocial

motivation can be addressed through awareness building and identifying those with strong prosocial motivation to do the work.

PARTICIPANT RATINGS

Research question 2 (RQ2) asked, do the identified motivators differ in importance for attorneys between recruitment and retention? The following paragraphs will focus on the results from the Pattern Match (Figure 9), the Go-Zone map (Figure 10) and Go-Zone Statements (Table 4.7). As discussed in the previous chapter, the participants not only explicated a conceptual model, but they also rated all statements by *importance for recruitment* and *importance for retention*. The Cluster Rating Map, (Figure 7) visualizes the cluster ratings: the layers which add to the height of each cluster are indications of the relative importance for the statements in that cluster. It is clear from this map that the *Prosocial Motivation Cluster* was rated higher compared to the other clusters. This means that prosocial motivations are a key driver of quality legal representation based on the participant's input. Comparing the previous figure with Figure 8, the clearest difference in clusters are the cluster ratings for *Supportive Environment* and *Advocacy*, which were higher for retention compared to recruitment. *Prosocial Motivation* was multi-layered and demonstrated as important for retention, as well. This means that for recruitment, awareness building related to the work that engages the prosocial motivation driver creates the opportunity to identify attorneys who are likely to be a good fit for the work. To retain the attorneys, a supportive environment and ability to advocate are essential.

Pattern Match. The pattern match demonstrated a strong consensus ($r=.74$). Overall, the *Prosocial motivations* cluster had the highest rating of all clusters and had

similar rating means for recruitment ($M=5.24$) as it was for retention ($M=5.42$) as rated by participants (see Figure 9). This means that the participants identified the drive for prosocial motivation, or the promotion or protection of the well-being of others, is key for providing quality legal representation and recruiting and retaining attorneys to do it (Grant, 2008a). The *Prosocial motivations* cluster contained 18 unique statements with a bridging value of ($M= .35$). This cluster also contained the statement with the highest overall rating for both recruitment and retention (10) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by ensuring the safety and wellbeing of children*, with a rating of 6.2 and 6.18, respectively, on a 7 point scale. Considering the importance that SDT and Pink place on purpose as one of the essential three motivators for employment, the *Prosocial Motivation* clusters strongly suggests that purpose is also a strong motivator for not only recruiting attorneys into this field but retaining them as well. Most of the clusters were rated similarly for recruitment and retention, which suggests that the strategies to address identifying and retaining attorneys are likely to be similar.

The lowest rated cluster for recruitment was the *Supportive environment* cluster. The cluster mean rating ($M=4.48$) for recruitment compared to retention demonstrated a lower priority around the cluster for retention with a mean of 4.20. This may be a result of attorneys entering the field with less experience and a higher need for support from peers or others. The *Autonomy* cluster demonstrated a higher priority for the cluster at recruitment with a mean rating of 4.75, whereas for retention the rating dropped to 3.91. This is likely due to the interest in compensation as well as camaraderie when first entering the field. The *Achievement* cluster also rated in a more extreme way with a mean

rating of 4.85 for importance for recruitment and 4.12 for importance for retention. This could be due to the attorney's perception of achievement once they entered the workforce and examined the opportunities after experience was gained.

Go-Zone. As a reminder, the Go-Zone visual is used to depict where statements and their mean ratings are used to demonstrate the most actionable items based on participant perspectives. There were 37 statements (45%) with ratings identified in the Go-Zone (see Table 4.7). When considering the motivating factors explicated in the analysis, and factors that enhance or hinder motivation, the work setting or context as well as the individual's drivers are the places in which action can occur (Van den Broeck et al., 2021). Similarly demonstrated in the Family Justice Institute's attributes, the authors clearly define the opportunities for improvement both on the individual and the systems level (Family Justice Initiative, 2019). The *Autonomy* and *Prosocial motivation* Clusters had the most statements in the Go-Zone. Potential strategies to enhance those drivers are discussed above. Enhancing and supporting autonomy can be actualized with the focus on the 4Ts: Time, Task, Technique and Team. Strategies that enhance those four arenas can further provide opportunities for enhanced job performance. Examples of such strategies include ensuring adequate pay for reduced caseloads and administrative supports; creating opportunities for collaboration among peers, such as a peer-support network or professional network; achieving more flexible and responsive dockets that allow for flexibility of time and scheduling; and prioritizing the timing of appointments to ensure opportunities for client–attorney relationship building. Enhancing prosocial motivations is likely to occur by providing opportunities for attorneys to learn about the

work, engage in the work in ways they find meaningful, and ensure the work context does not thwart satisfaction.

SUMMARY OF DISCUSSION

The rich data collected in this study and the multiple ways to analyze them through concept mapping creates much opportunity for discussion. The attorneys' reflections on what motivates themselves and their peers to provide high-quality representation offers great insight into the profession and opportunities to support and retain them. Attorneys who serve children and parents in the child welfare system play a critical role as advocates. Attorneys, like many professionals, seek autonomy, mastery, and achievement, but also place a high priority on advocacy, justice, and those intrinsic and prosocial drivers that can be obtained through both individual and systemic responses. As local, state, and national decisions are made on the structures and support offered to the individuals who provide voice to both marginalized parents and children, this study makes it clear that engaging attorneys around inquiry related to motivation creates an opportunity to gain knowledge that can help to identify ways of improving performance. Overall, the findings of the study help to further researcher and advocate understanding of what drives attorneys to provide quality legal representation and enter and remain in the field. The clearest opportunities for action based on the findings include further inquiry around enhancing autonomy, enhancing and uplifting opportunities to build prosocial motivation and a clear need for policies and practices within jurisdictions that address those motivations.

IMPLICATIONS FOR POLICY

All states and jurisdictions have policies related to representation for parents and children. Often there are different standards, requirements for training, and professional background. The findings of this study provide an opportunity to reconsider the current structures within our child welfare system that may inhibit or hinder quality legal representation because of the impacts it has on attorney motivation. Consider both SDT and Pink's framework related to autonomy. Some systems for compensation can be particularly damaging to motivation, and Pink specifically calls out the billable hour as a mechanism for significantly hindering motivation and killing intrinsic drive (D'Andrea, 2012; Deci & Ryan, 2000; Pink, 2009). The Family Justice Initiative recommends a caseload for attorneys of no more than 60 at a time for a full-time attorney and urges adequate compensation rates consistent with the rates of other publicly funded attorneys (Family Justice Initiative, 2019). Policies and budget investments on a state or other jurisdictional level can begin to address better supporting the 4 Ts of time, task, technique and team.

As state and federal dollars are utilized to cover the costs of representation for indigent parents and children, state and federal entities have not only the responsibility to ensure adequate job performance, but also to ensure that taxpayers dollars are responsibly employed. Thornton and Gwin (2012) discuss the impacts of a multidisciplinary model on the cost savings to the child welfare system. The findings from the study clearly identified motivations around mastery, autonomy, and a supportive environment, which are likely achievable in workplace contexts that allow for multi/interdisciplinary models. Federal and state funding has the potential to be applied to models that demonstrate effectiveness while driving attorneys to provide quality representation.

In Kentucky specifically, the current model of attorney appointment for court-appointed counsel may lead to the thwarting of attorney satisfaction or hindering of motivation. Attorneys are appointed by judges for indigent parents or their children and provided a flat rate for the duration of the case, up to \$500 ("Appointment of separate counsel -- Court-appointed special advocate volunteer -- Full adjudicatory hearing -- Notice of proceedings -- Separate counsel to advise cabinet employee. ," 2021). Some cases last for years. The current levels of compensation for attorneys in Kentucky may severely inhibit satisfaction or motivation for autonomy.

IMPLICATIONS FOR PRACTICE

The implications for practice based on the findings are many. Jurisdictions could consider interrogating what motivates the attorneys in their courtrooms related to providing quality representation and pilot recruitment and retention strategies based on attorney feedback. The Go-Zone identified actionable items related to both recruitment and retention based on statement ratings including the statement (8) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by gaining the experience.* Law students' access to mock courts or their opportunities to shadow attorneys working within DNA dockets could help to drive interest among new attorneys and help ensure they are well prepared to serve their clients.

Additional opportunities for practice or educational opportunities relate to educating judges on motivation and enhancing attorney performance through strategies that attend to the factors presented, specifically like statement (57) *As it pertains to providing high quality legal representation in DNA cases, attorneys are motivated by*

supportive judges. Judges and others who create the workplace context can better understand attorneys' needs to ensure performance is maximized.

IMPLICATIONS FOR SOCIAL WORK RESEARCH AND EDUCATION

Specific to the clear theme of collaboration present in several clusters, a potential implication is further investigation of a model for collaboration among attorneys who practice this work as a means of peer support or camaraderie. There are pilot models discussed in existing literature, like the Interdisciplinary Law Office, which provides investigative, administrative, and social work support to the legal process (Thornton & Gwin, 2012). If the population in a jurisdiction is smaller, it may be preferable to pilot another model that creates the opportunity for collaboration and leveraging resources, for instance shared office space with clinicians and social workers or shared administrative staff. The *Supportive environments* and *Autonomy* clusters highlight the importance of attorney support in tasks, time, and camaraderie.

A clear consideration for social work is the need to understand motivating factors in other helping professions that experience professional marginality. Social workers, like the attorneys discussed in this study, are often undervalued. This can diminish motivation and impact performance. Social workers are often working alongside attorneys in the child welfare space as well as with marginalized groups in many other settings. Job performance is critical when considering what is at stake for the individuals served. The motivations of social workers in this space are not available in current research.

Lastly, social work is rooted in the identified ethical principles of the national association. Continuing lines of inquiry that bring the voices from the margins meet the ethical principles of social justice and aid in affirming the dignity and worth of a person

(National Association of Social Workers, 2021). There is a clear role for social work in the child welfare practice field, as well as research and policy.

SUMMARY OF IMPLICATIONS

This study provides insight on key factors that motivate attorneys to provide quality representation for parents and children in DNA proceedings. There are several implications for policy and practice, especially in the space of the recruitment and retention of attorneys. There are also clear implications for the social work profession: not only does the profession experience marginality, but social workers serve individuals who also need advocacy and opportunities for inclusion in research.

CHAPTER 6. CONCLUSION

The purpose of this study was to conceptualize a model or framework for the factors that motivate attorneys to provide high-quality legal representation for parents and children in the child welfare system. Additionally, the study sought to identify the difference of those motivating factors when considering the importance of those factors for recruitment of attorneys compared to the retention of those attorneys. This study was successful in building a conceptual model as well as differentiating the motivating factors for recruitment and retention. The study found eight key motivators that attorneys identify as key for providing quality legal representation, including *Advocacy*, *Justice*, *Autonomy*, *Mastery*, *Support Environment*, *Achievement*, *Intrinsic Motivations*, and *Prosocial Motivations*. The *Autonomy* and *Prosocial motivation* clusters were identified as most actionable, which speaks to accommodating an individual's ability to control their time, task, technique, and team as well as practice their interest in promoting the well-being of others. In the final sections of this study, strengths and limitations are discussed as well as thoughts related to future research. Final thoughts from the researcher will conclude the discussion.

STRENGTHS

The method used for this study provided multiple strengths. First and foremost, direct engagement and feedback from participants beyond qualitative data provides an opportunity to paint a clearer picture of the purpose for the study. Concept mapping allowed for rich data collection and several analyses that produced clear and understandable information that can be used to communicate the findings. The study

utilized concept mapping, a method that has been used for hundreds of studies that have resulted in peer-reviewed publications (Rosas & Kane, 2012). Additionally, the ability to explicate a complex construct and then clearly communicate it in actionable strategies is ideal for social work research.

LIMITATIONS

The method used, especially as an asynchronous tool, brought with it a set of limitations. Because the engagement was phased, the potential for participants to neglect further engagement created the opportunity for attrition. For example, within the first phase transition from the demographics questionnaire to the brainstorming, four participants dropped off.

The sampling comes with potential limitations because the participants were those identified through known networks of attorneys; it is possible that there will be an over-representation of attorneys who are outspoken and inclined to share their opinions with the intent to see a change in the status quo.

Like most research studies, the reliability and validity of the method can frequently be a limitation. The considerations for the reliability of concept mapping are reproducibility, stability, and accuracy (Jackson & Trochim, 2002). A researcher would test the stability by assessing the correlation between participants' previous sort with a resort of the statements. Reproducibility could be considered with a comparison of an individual's sort against an aggregate sort (Jackson & Trochim, 2002). Accuracy cannot be determined because there are no identified outcomes by which to judge accuracy (Jackson & Trochim, 2002). Validity is difficult because concepts are being constructed for the first time within studies and there are no other constructs with which to determine

validity (Jackson & Trochim, 2002). The validity of CM could be considered through a comparison between the visual representation of the data (e.g. cluster maps) and the participants' reality (Trochim, 1989).

Generalizability. Due to the jurisdictional policies and practices that impact attorneys' employment, it would be difficult to generalize the findings beyond systems very similar to Kentucky. There is a clear lack of racial and ethnic diversity of the study, though diversity is also lacking in the field of law as discussed above.

Data Collection. While a virtual and remote data collection format for concept mapping creates opportunities for access, it also created obstacles for consistent participant engagement. At every point in the data collection where there was a transition to another task, attrition was present. It would also have been beneficial to require responses to the demographic survey questions to ensure they would not be skipped.

FUTURE RESEARCH

There is strong potential for expanding on the findings through further research. Utilizing this same model with a target audience of social workers, judges, or foster parents could continue to build on the knowledge and facilitate a better understanding of factors that motivate individuals working within the child welfare system as well as lend to a better understanding of inhibitors or enhancers to performance. Additional research related to attorneys where this presented conceptual model is tested could identify other geographies, practices, and jurisdictional policies that produce similar notions related to factors that motivate attorneys.

Research related to specific practices that inhibit autonomous motivation would benefit state and local governments that employ or reimburse attorneys who provide this

representation. Additionally, research related to specific policies that are perceived to hinder or enhance motivation could provide insight on specific policies that need reconsideration. Participants identified *Autonomy* and *Prosocial motivation* clusters as most actionable, which speaks to accommodating an individual's ability to control their time, task, technique, and team as well as practice their interest in promoting the well-being of others. Further research related to actualizing strategies that focus on those practices is critical.

Finally, as discussed by Courtney (2019), a need for continued empirical research that can further identify intervention and actions in the courtroom that lead to improved outcomes for parents and children should be a priority for the social work and legal profession.

CLOSING

The motivation of attorneys influences job performance, thus impacting the parents and children they represent in child welfare cases. A person's employment motivation is influenced by their individual values and preferences as well as the context of the workplace. This study produced novel findings that offer a perspective on the ongoing challenges with quality legal representation for children and parents in the child welfare system.

APPENDICES

APPENDIX A DEMOGRAPHICS QUESTIONNAIRE

Research: Legal Representation of Clients in Dependency, Neglect and Abuse Proceedings

The research is focused on understanding the factors that motivate high quality legal representation for parents and/or children in the child welfare system. In total, we anticipate participants will give an hour of their time, roughly 15-20 minutes during the initial session and 45-60 minutes during the second session. The email address provided will only be used if you are electing to participate in this study. A study invitation link will be sent to the email address provided. Information collected will be deleted 60 days after the study begins. The information collected here will not be used for the study.

1. First Name
2. Last Name
3. At what email address would you like to be contacted?
4. Do you currently practice law in Kentucky? Yes/No
5. Have you represented a child or biological parent in DNA proceedings in Kentucky within the last 12 months?
Yes/No
6. Do you have regular access to a laptop, desktop or tablet?
Yes/No
7. Are you interested in participating the study described above?
Yes/No
8. Would you like to attend a 20-30 minute informational session prior to participation in the research study?
Yes/No

APPENDIX B DEMOGRAPHICS QUESTIONNAIRE

DEMOGRAPHIC INFORMATION—Please provide information about yourself by completing the questions below.

I have read and understand the above information and agree to participate in the study.

Yes

No

Have you represented a child or biological parent in DNA proceedings in Kentucky within the last 12 months?

Yes

No

In what Kentucky county/ies do you primarily practice law? _____

What is your age?

How would you describe your gender?

☐ Male

☐ Female

☐ Non-Binary

☐ Gender Expansive

Enter Your Own:

What is your race? Please select from the following. Check all that apply:

☐ African American/Black

☐ Caucasian

☐ American Indian/Native American

☐ Asian

☐ Latin@/Hispanic

Enter Your Own:

What is your CURRENT marital status?

☐ Married

☐ Widowed

- ☐ Divorced
- ☐ Separated
- ☐ Never married

Do you consider yourself to be:

- ☐ Heterosexual or straight
- ☐ Gay or lesbian
- ☐ Bisexual

Enter Your Own:

Are you a parent?

- Yes
- No

What is your total gross annual household income?

- ☐ Over \$150,000
- ☐ \$100,000–\$149,999
- ☐ \$80,000–\$99,999
- ☐ \$70,000–\$79,999
- ☐ \$60,000–\$69,999
- ☐ \$50,000–\$59,999
- ☐ \$40,000–\$49,999
- ☐ \$30,000–\$39,999
- ☐ under \$29,999

Do you CURRENTLY carry student loan debt?

Yes

No

Which of the following best describes your current financial situation:

- ☐ I cannot make ends meet.

- ☐ I have just enough money to make ends meet.
- ☐ I have enough money with a little left over.
- ☐ I always have money left over.

In general, how many hours per week do you spend on legal practice across all cases? (in hours)

How many hours per week do you spend working on legal cases related to representing parents or children in dependency, neglect, and abuse (DNA) proceedings?

How long have you been representing children or parents in DNA proceedings? Please answer in years.

Please select the work setting that most closely matches your current employment setting:

- Private practice (solo)
- Private practice (2-10 attorneys)
- Private practice (11-20 attorneys)
- Private practice (21 or more attorneys)
- Corporate
- Nonprofit organization, attorneys and administrative staff only
- Nonprofit organization, interdisciplinary staffing (incl. Social workers)
- Government employment (non-contract)
- Other

What type of law below would you consider your area of expertise? (please choose 1)

- Admiralty (Maritime)
- Bankruptcy
- Business (Corporate)
- Civil Rights
- Criminal
- Entertainment
- Environmental
- Family
- Health
- Immigration
- Intellectual property
- International
- Labor (employment)
- Military
- Personal Injury
- Real estate
- Tax

Who are you most commonly representing?

- A. Mostly children
- B. More children than parents
- C. Around the same number of children and parents
- D. More parents than children
- E. Mostly parents

On a scale of 1 to 5, how prepared did you feel practicing in dependency, neglect, and abuse cases when you began?

1-Not at all prepared

5- Very prepared

On a scale of 1 to 5, how prepared do you currently feel practicing in dependency, neglect, and abuse cases when you began?

1-Not at all prepared

5- Very prepared

Are you familiar with the ABA Standards of Practice for Lawyers Who Represent Children in Abuse and Neglect Cases?

1-Not familiar at all

5- Very familiar

Are you familiar with the ABA Standards of Practice for Attorneys Representing Parents in Abuse and Neglect Cases?

1- Not familiar at all

5- Very familiar

Of the list of statements below, which most closely aligned with your reason(s) to **enter** dependency, neglect, and abuse legal representation work?

- Financial (primary income)
- Financial (additional income)
- Job status (prestige)
- Addressing power imbalance
- Public service
- Flexibility of the work
- Collaborative nature of the work
- Improve the well-being of children
- Improve the well-being of parents
- The work is meaningful
- The work seemed engaging
- Opportunities for advancement
- Recognition
- Personal growth
- Expertise

- Knew someone involved in the work

Of the list of statements below, which most closely align with your motivation to **stay** in dependency, neglect, and abuse legal representation work?

- Financial (primary income)
- Financial (additional income)
- Job status (prestige)
- Addressing power imbalance
- Public service
- Flexibility of the work
- Collaborative nature of the work
- Improve the well-being of children
- Improve the well-being of parents
- The work is meaningful
- The work itself is engaging
- Opportunities for advancement
- Recognition
- Personal growth
- Colleagues
- Supervisor
- Expertise

Do you plan to continue representing parents and/or children in dependency, neglect and abuse proceedings in the next 12 months?

- Yes
- No
- Unsure

APPENDIX C CONSENT FORM

Dear Participant:

You are being invited to take part in a voluntary research study about your understanding of the factors that motivate attorneys who serve children and/or parents in the child welfare system. The person in charge of this research is Shannon Moody, who is the principal investigator for the study and a doctoral student in the College of Social Work at the University of Kentucky. She is being guided in this research by Dr. Natalie Pope. There may be other people on the research team assisting at different times during the study. You are being invited to take part in this research study because you are an attorney who currently represents children or parents in dependency, neglect, and abuse court proceedings in the state of Kentucky.

Although you will not receive a monetary payment from taking part in this research study, your responses may help us understand more about the legal representation that parents and young people in the child welfare system receive and the factors that influence attorney performance. You may also be eligible to receive a voucher for a continuing education course for CLE credit from the University of Kentucky College of Law.

To participate in the full study, we ask that you provide demographic information relevant to the study (e.g. race, gender, employment type, etc.), virtually engage in a fifteen to thirty minute brainstorming session and a second session sorting and structuring results of the brainstorming. The sessions will be completed on your own time through web-based software that does not involve any audio or visual recording. The brainstorming session involves providing electronic responses to two open-ended prompts focused on motivation with short statements based on your own thinking. Those responses will be analyzed and used for the second ‘sorting’ session. The sorting session involves reviewing the de-identified statements of all participants and grouping them into related ideas. The second session will take between 45 to 60 minutes. The total amount of time you will be asked to volunteer for this study is approximately 60-90 minutes over the next one month. The CLE voucher will only be provided to you upon completion of both sessions: the brainstorming session and structuring session. Participants can choose to only participate in the brainstorming session but will not be eligible for the CLE voucher. Participants must participate in the brainstorming session in order to participate in the sorting session. You can choose to leave the study at any time. You will not be treated differently if you decide to stop taking part in the study. If you choose to leave the study early, data collected until that point will remain in the study database and may not be removed.

You must be 18 years or older and currently be an attorney representing parents or children in dependency, neglect, and abuse proceedings in Kentucky to participate in this study. Participants must be a licensed attorney who is currently listed on at least one Kentucky Circuit or District Judge’s list of approved court-appointed attorneys. Participants must be an attorney assigned or elected to serve on a dependency, neglect,

and abuse (DNA) case within the past 12 months. You must have access to a laptop or desktop computer or tablet to take part in this study. There are no known risks to participating in this study. We will keep confidential all research records that identify you to the extent allowed by law. However, there are some circumstances in which we may have to show your information to other people. For example, the law may require us to show your information to a court or tell authorities if you pose a danger to yourself or someone else. Also, we may be required to show information which identifies you to people who need to be sure we have done the research correctly; these would be people from such organizations as the University of Kentucky. Any products, written documents, or other materials developed for this study will not contain any information that identifies you. Identifiable information such as your name or email address will be removed from the information collected in this study. After removal, the information may be used for future research or shared with other researchers without your additional informed consent.

Please be aware, while we make every effort to safeguard your data once received from the online survey/data gathering company, given the nature of online software, as with anything involving the Internet, we can never guarantee the confidentiality of the data while still on the survey/data gathering company's servers, or while in route to either them or us. It is also possible the raw data collected for research purposes may be used for marketing or reporting purposes by the survey/data gathering company after the research is concluded, depending on the company's Terms of Service and Privacy policies. ConceptSystems projects are run with encrypted packet transmission (SSL). A project invitation URL (https) can be sent to participants and the participant's session will be encrypted. Their web application does not log IP addresses.

If you have questions about the study, please feel free to ask; my contact information is given below. If you have complaints, suggestions, or questions about your rights as a research volunteer, contact the staff in the University of Kentucky Office of Research Integrity at 859-257-9428 or toll-free at 1-866-400-9428.

Thank you in advance for your assistance with this important project!

Sincerely,

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Publications:

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Miller, J., Niu, C., **Moody, S.** (2020) Public child welfare workers and peritraumatic distress: The impact of COVID-19. *Children and Youth Services Review*, 119, 105508.

Miller, J., Cooley, M., Owens, L., Fletcher, J. & **Moody, S.** (2019). Self-care practices among foster parents: An exploratory study. *Child and Youth Services Review*. 98, 206-212.

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Professional Experience

Kentucky Youth Advocates—*Chief Officer of Strategic Initiatives*
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Kentucky Youth Advocates—*Policy Director*
Louisville, KY | July 2015-July 2020

Kentucky Youth Advocates—*Policy Analyst*
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Related Experience

Kentucky Certified Social Worker (CSW License No. 252119)

Kentucky Child Abuse and Neglect Prevention Board—Member

July 2022—present

Jefferson County Citizen's Review Panel—Chair

August 2016-August 2018

SPARC (State Policy Advocacy & Reform Center) Leadership Council—Southern
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October 2017—October 2019

Gilda's Club volunteer

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Honors and Awards

Norris-Lee Leadership Award presented by Exploited Children's Help Organization
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