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The Family Centered Treatment (FCT) Model: Impacts in Child Protective Services

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ABSTRACT

The assessment and outcomes of this paper determined the effectiveness of the Family Centered Treatment (FCT) model of providing care in child protective services. The data presented in this survey represented over 200 respondents from regions across the United States. This collection of supervisors, clinicians, and support staff had been introduced to or had experience with using the FCT foundation model. The study aimed to determine the model's effectiveness and gauge the respondents' responsiveness to using it in their daily caseloads. While the purpose of the research centered on the effectiveness of the FCT model, the data captured another overarching phenomenon at work: how respondents related to or identified with their organization. The prominence of organizational identity was significant enough to be apparent throughout the responses despite their region of practice. This unexpected finding necessitated a discussion of organizational fitness and its ability to respond to the fractured bonds unveiled in the research findings. The results suggest that the FCT model is effective, and participants who used it had positive experiences; however, most could not leverage all it has to offer. If organizations are to benefit the most from the FCT model, the underpinnings of value, collaboration/communication, and trust must be repaired. This paper discusses the methodology used to arrive at this conclusion, offers an overview of the findings, and concludes with recommendations to bridge these elements.

Keywords: Organizational Identity; Organizational Fitness; Decision Making; Secondary Stress; Collaboration; Communication; Trust; Value Systems

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1. Introduction

This mixed methods inquiry began as an assessment of the effectiveness of the Family Centered Treatment (FCT) model, an evidence-based trauma treatment model for families, as a system for providing care in child protective services. Previous research suggests that the FCT model is fundamentally effective, and participants' feedback after field applications has been positive overall. The sample for this study was a collection of child protective services supervisors, clinicians, and support staff who had been introduced to or had experience with the FCT foundation model. The data represented over 200 respondents from regions across the United States. The aim of the study was to determine the model's effectiveness and gauge the respondents' responsiveness to using it in managing their daily caseloads.

While the focus of this research centered on gauging the effectiveness of the FCT model, the data captured another overarching phenomenon at work: how respondents related to or identified with their organization. Alongside participants' evaluations of the FCT model, themes of secondary stress, compassion fatigue, and burnout emerged. These themes indicated fractured bonds within organizations and appeared to be reflections of participants' organizational identity, or the degree to which they trusted and felt supported by their agencies. The concept of organizational identity was prominent throughout the responses, regardless of the respondents' region of practice.

We speculated about why asking child welfare workers questions about the FCT model would also solicit data about the inner workings of their organizations. One possibility is that the responsibility for managing highly advanced innovations such as FCT programming typically rests with advanced and professionally seasoned managers in policy development. However, due to their inherent complexity, these innovations can induce perfunctory managerial orientation. This disposition may emerge because implementing the politically and administratively complex ecology of FCT programming is challenging and unfamiliar to most managers. Therefore, rather than engaging in activities aimed at understanding how to maximize the potential impact of FCT programming, managers may instinctively rely upon experience to guide and limit the scope of their current actions. This behavior by managers may both limit the effectiveness of FCT programming and interfere with inter-organizational

collaboration, communication, and trust.

Findings therefore implied that to realize maximum benefits from FCT programming, organizational leaders must consider and act upon the underlying issues of value, collaboration/communication, and trust in a direct, measured fashion. Collectively, these components of organizational identity offered insights that could sustain and improve the delivery of FCT programming at local levels. The implication was that leaders must not underestimate the strategic value of refining organizational capacity by attending to employees' connections to and faith in their organizations. The following sections describe the literature that helped to frame and inform the concepts relevant to this complex topic, the methodology used to conduct the study, an overview of study's results, and recommendations to bridge these elements for future practice.

1.1. Conceptual Literature

We set out to explore the possible connections between participants' assessments of the FCT model and organizations' fitness to incorporate and administer that model, as reflected in the unexpected themes that indicated compromised organizational identity. First, we considered how managerial techniques differ in singular organizations and those that regularly engage in inter-agency collaboration. The theory was that if managers in child welfare departments were inexperienced or otherwise unfamiliar with strategies for supporting employees in collaborative relationships, they would also be less effective at administering complex treatment models like FCT.

1.2. Collaborative Management

Normative public administration scholars advance the management approaches and methods that work best with monolithic, singular public organizational entities^[1]. However, a critical conceptual challenge is that these management techniques are not easily transferable to situations that involve inter-agency collaborations^[1]. To determine how a monolithic entity can adapt and evolve to meet emerging challenges of working with other agencies, organizational leaders must shed light upon the fitness of the singular entity and determine whether such an assessment applies similarly to inter-agency collaboration^[1]. If it does, leaders need to

identify the essential requirements, assumptions, and implications to consider from the collaborative management orientation. To understand this process, we will examine, explore, and consider the conceptual foundations of administrative tethering (AT), a strategic management approach that assists collaboration managers with addressing complex issues involving multiple variables and individuals from different institutions^[2, 3].

1.3. Administrative Tethering

AT is a technique that enables organizations to fashion a shared understanding at both the individual and organizational levels through a highly effective, interagency problem-solving structure that relies on the prescriptions and directives of leaders^[2, 3]. Simon's^[4, 5] notions of near decomposability (ND) and bounded rationality (BR) are central to explaining how the AT intervention functions.

1.3.1. Bounded Rationality & Near Decomposability

Simon^[6] submitted that BR is a cognitive process that induces individuals to rely upon past experiences, heuristics (i.e., rules-of-thumb), and the limited information at hand in the attempt to render an effective decision that prescribes action (Like those managers who were unfamiliar with the FCT and may have relied on less-than-optimal means of administering the model). These cognitive rules-of-thumb draw upon suboptimal measures; these imprecise strategies may then be coupled with actions that magnify the complex problem rather than solve the problem. Simon counseled that humans cannot obtain or process all the information needed to make entirely rational decisions; instead, they seek to use the information they have to produce a satisfactory result or one that is "good enough." Humans are bound by their cognitive limits, according to Simon^[6], and they are prone to distill a simplified view of their world and their role within it.

Near-decomposability is a characteristic of organizational systems that can be or have been divided into subsystems^[5]. In the short term, the subsystems function independently of one another, and over longer periods, the systems come back together to as one, that is, collaboratively. The subsystems' behavior are independent in the short term, but dependent in the long term. Effective collaboration involves applying coordination processes and techniques relevant to

the task at hand within an operating arrangement where formal and informal interactions may transpire^[1]. The ability of an organization to conduct such coordinating actions while reducing cost demonstrates its fitness^[2, 7].

Adaptability and reduction in organizational fragility are quickly established by those entities that demonstrate the property of ND within a federation of subsystems^[5, 8]. The ND framework provides a realistic set of determinants of a fit organization; this condition portends the longevity of an organization due to its capacity to efficiently and effectively adapt and evolve to the given situation^[4, 5, 9]. According to Simon^[5], the ND system can be "thought of as a units-within-units hierarchy" featuring the capacity to engage in "equilibrating interactions within the units at any level" (p. 589). Simon^[5] further provided that "at any level of complexity, ND systems will evolve much faster than systems of comparable complexity that are not ND" (p. 592). Systems that do not possess the property of ND will be unable to adapt and evolve when needed.

1.3.2. The Role of Managers

Simon^[5] explained that ND characterizes organizational activities that transpire within the organizational setting and are subject to the control of a singular hierarchical reporting arrangement. Managers in public organizations such as child protection agencies often must address complex problems that call for them to engage in external inter-organizational actions and relations while navigating an ecology high in uncertainty and lacking a formal hierarchical arrangement from a command-and-control vantage. The central question then becomes whether the inter-agency collaborative possesses the property of ND.

Simon^[4, 5, 9] offered critical insight and direction to public administrators who lead, manage, and carry out intricate, inter-agency coordination tasks in response to a complex problem. Simon's concept of ND contains necessary conceptual guidance that can ameliorate the challenges posed by these complex problems. Simon^[4, 5, 9] theorized that the solutions specifically manifest in the process of amalgamating the capacity of the modern organization.

1.3.3. Near Decomposability: Achieving Equilibrium

The property of ND features a unique characteristic: an equilibrating capacity involving interactions within sub-

sets of the collaborative. ND systems exhibit an exceptional dynamic behavior when disturbed from equilibrium. The subsets at the lowest level of the system return to equilibrium while the sets at the next level above are still changing dynamically (relatively slowly) and similarly (and even more decisively) for the still higher levels, which are essentially stationary on this time scale^[5]. Two of Simon's^[5] assertions about ND explain this dynamic:

1. At any level of complexity, nearly decomposable systems will evolve much faster than systems of comparable complexity that are not nearly decomposable and
2. Thus, unlike the first one, this second claim does not predict a steady increase in the complexity of the evolving systems; what it predicts is a growing predominance of nearly decomposable systems at all complexity levels. (p. 592)

Importantly, these claims then need to be further construed in terms of Simon's^[5] characterization of the broader, conceptual contours of ND:

The model of a nearly decomposable arrangement consists of a federation of multi-level subsystems. The property of ND features a particular characteristic: equilibrating capacity involving interactions within subsets at any level takes place much more rapidly than the interactions between subsystems at that same level and similarly to upper levels of the hierarchical structure. (p. 562)

AT, when considered through the framework of ND, provides a unique, critical differentiator when gauging the fitness of an inter-agency, collaborative entity designated to mitigate a complex public problem. Suppose the collaboration participants are construed as ND subunits. In that case, conceptually, AT may exercise its omnidirectional, non-hierarchical capacity to strategically intervene among the hierarchical levels to catalyze actions that help materialize a more effective and efficient ND response system.

1.3.4. AT Management Mechanism: Inter-Agency Trust

The notion of trust, as reflected in high-quality interpersonal bonds, is salient when addressing the implications of BR in the context of interagency collaboration. In this

regard, individuals may have a misplaced perspective about their organizational role. This negative perception calls for remediation to draw upon the skills of the AT manager. This set of AT interactions fosters a mediation process involving the framework of AT—BR—ND; the critical facets of this process are highlighted below. Through careful design, the AT manager can merge these distinct areas of expertise to fashion a guiding ND maintenance protocol anchored in a unique set of areas of expertise critical to the ongoing operations of the interagency collaborative.

The AT manager must make sense of the pronouncements and prescriptions involving decision-making actions within an area of expertise. The AT manager must consider that these areas could render opinions that are partly based upon misplaced perceptions. These reflections inspire a focus on Simon's perspectives of BR and ND. Such complex frameworks point toward the need to ascribe a managerial approach to govern the effective conduct of AT. Based on this understanding of the characteristics of AT, we processed the data obtained in our study as follows.

2. Materials and Methods

The quantitative portion of this mixed methods study produced statistical data and models that provided finite numbers and patterns of significance. The qualitative portion consisted of a thematic analysis of the individual responses provided by the participants. In general, the qualitative outcomes aligned with the empirical data generated from the quantitative results.

2.1. Quantitative Data Analysis

This study was an examination of the effectiveness of the service delivery and reporting system prescribed by FCT programming. The data consisted of Child Protection program reports as aligned with the FCT model and associated with the period of June 2018 to June 2023. The sample size was 249 ($N = 249$). We placed data in an Excel spreadsheet format and exported to IBM Statistics SPSS, Version 27 and IBM Statistics AMOS, Version 27 (IBM AMOS 27) for statistical analysis. SPSS provided statistics for those measures related to the commixture of those program service activities central to delivering counseling services at the program participant level. Quantitative analysis included the application

of descriptive and inferential statistical techniques. We initially conducted correlational analysis to identify the nature of any relationship concerning all program variables.

2.2. Qualitative Data Analysis

We completed the qualitative portion of data analysis using the Maxqda thematic analysis software. The initial coding phase was deductive, based on the open-ended survey questions as the primary codes related to the activities of the same set of program participants as driven by the FCT model. Next, we sub-coded each primary code as *positive*, *negative*, *neutral*, or *NA* responses and paired them with their LV construct as representative of BR or ND. Because the data set was large, we implemented this means of sorting the information for a more in-depth review to determine how each question related to the more significant phenomena of organizational identity and near decomposability. The qualitative review embodies a hybrid of deductive and inductive approaches to distill the emergence of perceptions of the FCT program and the properties of organizational identity^[10].

The next step involved a second review of each response to determine precisely how and where it fit into the theoretical framework of organizational identity and coded relationships. This review reviewed the subcodes and yielded a code to gain perspective on how available respondents are to engage with and use the FCT model effectively. The final review embodied a more precise representation of the organization's ability to harness and employ the full potential of the FCT model based on the notion of organizational identity and the need for an administrative tethering agent.

For the final review, we used an inductive approach to investigate further the secondary trauma and burnout elements that emerged in the initial coding phases. The results showed an authentic and organic representation of the organizational identity among staff, as seen in the quantitative portion of this study. Thus, findings reflected the organizations' ability to harness and employ the full potential of the FCT model based on the theoretical frameworks of BR and ND.

2.3. Structural Equation Modeling Analysis of AT Intervention

As described above, the AT intervention mediates adjustments to BR and ND to render "fitness." Accordingly,

we employed structural equation modeling (SEM) as the primary analysis procedure to advance understanding of AT's nature as an inter-agency collaboration intervention. SEM provided critical insights in this area, allowing simultaneous examination of latent and measured variables. SEM analyses were a proper analytical approach to examine the relationships among all the measured and latent variables in the model depicting the additive nature of AT in a collaborative setting^[11].

The data for this study derived from the survey questions aligned with the set of latent variables (**Table 1**). The core AT intervention first assesses the condition of the FCT programming (of the inter-agency entity under SEM examination) for baseline measurement purposes.

Using SEM analyses, we examined the relationships among all the measured and latent variables in the model. SEM uses correlation and regression to test theories^[11]. This operation produced a visual, hypothesized model to reflect the relationships between exogenous and endogenous variables. Then we tested the model using statistical analyses. We examined the paths connecting measure variables (indicators) to determine to the extent to which they predicted the exact relationship using statistical methods. This (measurement) model assesses the relationships between the observed and the latent variables based on correlational statistical analysis^[12].

IBM AMOS 27 was the central SEM analytical technique to examine the model's capability to provide meaningful insights relative to the effectiveness of the FCT programming. This examination aimed to assess the capacity of the decision network as employed by the organizational member. This review, then, should reveal the extent to which an individual's knowledge to act is constrained by the information they have, cognitive barriers, and the limited amount of time and resources they must make a judgment^[6]. In other words, individuals tend to render a decision that will be "good enough" rather than the best possible decision, given the many nuanced dimensions involved in today's public sector decision-making processes^[6]. BR contributes to the conceptual core of AT in its unique capacity to identify relevant and realistic action pathways that help to enhance the effectiveness of an inter-agency collaborative^[3].

As a network theory, AT provides insights that can help

guide interagency collaborative decision protocol. In some cases, BR simplifies the decision-making processes. Confirmatory factor analysis (CFA) lent precision to detect such decision-making in its capacity to relate selected indicator variables with latent variables to form constructs that supply better situational awareness^[3]. This dynamic suggests tethering functions by transmitting administrative data to the intended recipient without interference.

The AT framework can help guide interagency collaborative decision protocol when turned upon areas intrinsic to

FCT programming effectiveness. This analytical approach is helpful in assessing the impact, for example, of exogenous (observable) variables upon the endogenous (latent) variable. Given that the focus of the analysis was the challenges in developing a set of intervention strategies, these factors would enhance the overall impact of FCT programming as implemented. For instance, the AT manager could strategically approach LV3 with the aim of improving how the individual perceives that their actions are supported by the supervisor in terms of their role within the organization (see **Table 1**).

Table 1. Latent Variable Construct Alignment.

Latent Variables	Survey Items and Alignment with Near Decomposability (ND) or Bounded Rationality (BR)
LV1: Individual to leadership	I trust the senior leadership team (director and board members) to lead the agency to future success in using the FCT model. (ND) I believe the leaders (director and board) of this organization are honest and trustworthy. (BR) The leaders of this organization demonstrate integrity in the FCT model. (BR) I trust the leaders of this organization to provide trauma-informed practices for staff and families we serve. (ND)
LV2: Leadership to organization	(ND) My immediate supervisor provides me feedback focused on improving FCT skills. (ND) If my supervisor is focused on developing my FCT and trauma skills it builds trust. (BR) If my supervisor uses FCT principles in supervision there is open communication. (BR)
LV3: Individual to supervisor's support	I have a close and trusting relationship with one or more coworkers. (BR) I feel close to the other members of my work group. (BR) I know I can depend on the other members of my team. (BR)
LV4: Individual to workplace accomplishment	I am encouraged to engage with family trauma work in FCT. (ND) If I use FCT, Families will improve trauma resilience. (ND) My FCT training supports my professional growth needs. (BR)

Notes. Model Fit Indices: CMIN/df = 34733.431/199, CFI = 0.937, SRMR = 0.041, and RMSEA = 0.073. Model Labels: CE/BRINPUTI2IL (LV1), CI/NDINPUTI2IL (LV2), LDT/BRINPUTU2US (LV3), Member (LV4). Squared Multiple Correlations (Default Model): Endogenous Variable = FO; Estimate = 0.926.

3. Results

3.1. Default Measurement Model

The SEM-generated measurement model diagram depicts the latent variables and their association with the work on AT. The double-headed arrows joining the latent variables indicate correlations between variables related to positive behavior leading to good decision-making. We identified LVs by applying the principal component analysis (PCA) data reduction technique (**Table 2**).

In the first portion of the statistical measurement, we employed PCA to identify standard components among observable variables^[13]. The value of PCA is that it reduces the dimensionality of the data while increasing interpretability and minimizes information loss by creating uncorrelated variables that maximize variance^[14]. PCA is an adaptive

technique that does not require distributional assumptions and can be used for multiple data^[14]. These results revealed the initial identification of four components or grouping of observable variables that matched the latent variables.

SEM enables researchers to analyze the plausibility of their notions, relationships, and impacts of nonexperimental data. SEM requires the development of a conceptually derived model that specifies relationships among variables and applies theory to determine alternative ways of depicting these relationships^[13]. Researchers can assess and modify their theoretical models through CFA to further theory development^[15]. The use of SEM/CFA “presumes there are latent, usually unobserved constructs (or factors) that are represented by observed indicators (or measures). Relationships are hypothesized between the various latent variables and the indicators to their respective factors”^[16] (p. 566).

Table 2. PCA Data Reduction Analysis.

Survey Item	Latent Variables			
	LV1	LV2	LV3	LV4
I trust the senior leadership team (director and board members) to lead the agency to future success in using the FCT model.	0.961 (ND)			
I believe the leaders (director and board) of this organization are honest and trustworthy.	0.950 (BR)			
The leaders (director and board members) of this organization demonstrate integrity in the FCT model.	0.943 (BR)			
I trust the leaders (director and board) of this organization to provide trauma informed practices for staff and families we serve.	0.926 (ND)			
My immediate supervisor provides me feedback focused on improving FCT skills.		0.923 (ND)		
If my supervisor is focused on developing my FCT and trauma skills it builds trust.		0.922 (BR)		
If my supervisor uses FCT principles in supervision there is open communication.		0.898 (BR)		
I have a close and trusting relationship with one or more coworkers.			0.946 (BR)	
I feel close to the other members of my work group.			0.926 (BR)	
I know I can depend on the other members of my team.			0.888 (BR)	
I am encouraged to engage with family trauma work in FCT.				0.899 (ND)
If I use FCT, families will improve trauma resilience.				0.865 (ND)
My FCT training supports my professional growth needs.				0.846 (BR)

Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.
 a. Rotation converged in 11 iterations.

SEM allows for modifying original constructs based on theory-building through the modification of indices. This method allows researchers to adapt AT theory based on understanding “how much the model ... change[s] if a path was estimated (freed)” between indicators and latent variable pathways^[16] (p. 571). When utilizing SEM/CFA, “researchers should never deploy default, interval, normal-data-based procedures to non-normal and discrete data”^[16] (p. 572). Instead, according to Coursey^[16], “Standard maximum likelihood estimation (MLE) in CFA assumes a sample covariance matrix from a multivariate normal distribution. Discrete, noncontinuous distributions are not appropriate” (p. 572).

SEM techniques also allow researchers to analyze the plausibility of their notions, relationships, and impacts of nonexperimental data. With these techniques, researchers may reject or accept hypothesized structures consistent with the data used in their examination^[13]. Using SEM first re-

quires the development of a conceptually derived model that specifies relationships among latent variables. With the application of theory, researchers can determine alternative ways of depicting relationships based on estimates of the strength of all hypothesized relationships between the variables in the model^[13]. By allowing for confirmatory SEM methods, researchers can comprehensively assess and modify theoretical models to further theory development^[15].

3.2. Analytical Dimensions of Administrative Tethering

AT involves collaborative strategies based on individual tasks distributed across a high-performance team. Perception of teamwork with an immediate coworker and trust with a coworker are interrelated aspects of AT. These variables predict individual performance within interagency decision-making, confirming that individual performance is relevant

to team performance. Task-related skills and knowledge are insufficient when accomplishing tasks in a teamwork setting. Confirmatory factor analysis computation detects the degree of correlation essential for interagency collaboration. The significant factors that emerge after factor analysis include the correlation matrix, which has a desirable range of 0.3 to 0.6. The assumption is that it should not be a very high or very low correlation; rather, it should be a moderate correlation between variables. At least 0.3 is a desirable value.

Data for this study came from a survey containing 44 items. Most of these used Likert-type scales ranging from *a minimal extent to a very great extent*. Analysis derived from the questionnaire data. The checklist, rating scale, and rubrics are reliable and valid instruments^[17]. Kaiser-Meyer-Olkin and Bartlett's test of sphericity was utilized to establish a factor analysis at an adequate level. The calculation yielded a coefficient alpha to determine the reliability of the factors. Forty-four categories of questions represented the constructs as a measurement; multiple items combined the basis of factor analysis with a single-item indicator^[3].

3.3. Model Factor Loadings

The PCA technique was first employed for data reduction purposes. A varimax rotation extraction method involved 30 items from the dataset. This method identified four components and their respective items from PCA. The required factor loadings, which were more significant than 0.3, were retained. In this process, items with lower factor loading were removed. The Kaiser-Meyer-Olkin and Bartlett's test of sphericity measures established a PCA at an adequate level (Sig., 0.000). Coefficient alpha analysis determined the reliability of the factors.

The PCA employed varimax rotation on the 34 survey instrument items for data reduction purposes. This procedure identifies salient pattern matrix components. The required factor loadings, which were more significant than 0.6, are retained, and the items with lower factor loading were removed from the analysis. The retained factor loadings for the rotated items reflected a significant measure greater than 0.6. As an inter-organizational collaborative intervention, AT contributes to measuring the quality of decision-making and engagement that impacts the service delivery ecology. For instance, the computation focused on perceptions of supervisor effectiveness, which is critical to the effectiveness

of an inter/intra-agency/subunit collaboration. These components involved the areas of (a) trust in senior leadership, (b) general job satisfaction, and (c) perception of teamwork with coworkers.

3.4. Good Fit Measure: Absolute and Incremental Fit Indices

Social behavioral scientists disagree about suitable fit measures to be used in determining the relevancy of structural equation models^[18, 19]. Three prominent measures of fit are the (a) root mean square error of approximation (RMSEA), (b) comparative fit index, and (c) standardized root mean square residual (RMR). The RMSEA measures an absolute fit index scaled as a badness-of-fit statistic, wherein zero indicates the best result. It also generally "rewards models with more degrees of freedom or models analyzed in larger samples with lower values of RMSEA"^[20] (p. 273; see also^[19]). The CFI is an incremental fit index that "compares the amount of departure from close fit for the researcher's model against that of the independence (null) model"^[20] (p. 276; see also^[19]). The values of CFI range from 0 to 1.0, with 1.0 being the best result.

The standardized version of the RMR "is a measure of absolute covariance residual"^[20] (p. 277). An RMR of 0 indicates a perfect model fit, with values greater than 0 indicating a worse fit. One issue identified with the RMR "is that because it is computed with unstandardized variables, its value and range depend on the metrics of the observed variables"^[20] (p. 277).

A key difference in these models is their absolute fit versus incremental (relative, comparative) fit measurement. An absolute fit index measures "how well an a priori model explains the data ... [and the] model is the researcher's model because there is no other point of reference for an absolute fit index"^[20] (p. 266). An incremental fit index measures "relative improvement in the fit of the researcher's model over that of a baseline model ... [and the] baseline model is usually the independence (null) model, which assumes covariances of zero between the endogenous variables"^[20] (p. 266). **Table 3** displays the results for the structural equation model.

The SEM analysis adhered to the steps recommended by Byrne (2010). First, descriptive statistical analysis facilitated inspection of the data and assessment of normality.

Table 3. Model Fit Results.

Fit Indices	Recommended Good Fit Measures (Parry, n.d.)	Default Model Fit Index Measure
Root Mean Square Error of Approximation (RMSEA)	<0.08	0.073
Standardized Root Mean Square Residual (RMR)	<0.08	0.041
Comparative Fit Index (CFI)	≥0.90	0.972
Sample Size	249	
Chi-Square	136.627	
Degrees of Freedom	59	

Note: Information from “Fit statistics commonly reported for CFA and SEM” by S. Parry, n.d., Cornell University, Cornell Statistical Consulting Unit. Available from: <https://dokumen.tips/documents/fit-statistics-commonly-reported-for-cfa-and-sem-parry-kline-suggests-that-at-a.html?page=1>.

Subsequently, first-order CFAs were performed to assess whether the tasks measured separate constructs and their reliability. SEM procedures then supported the assessment of which configuration of factors fit the data and whether the same configuration would hold for both groups. Model fit was evaluated statistically by a χ^2 test. However, this test was not informative about the large sample size ($N = 294$), and descriptive measures are usually preferred. Therefore, additional indicators of model fit were employed to determine model fit status; these indicators included the χ^2/df ratio (preferably < 2), the CFI (preferably > 0.90), and the RMSEA (preferably < 0.08 ; Parry, n.d.).

For purposes of this study, ND questions were framed about general job satisfaction, perception of supervisor effectiveness, perception of professional growth through ongoing organizational membership, perception of workplace safety, and perception of teamwork with immediate coworker success; all of these will be questioned regarding the past, the present, and the future. The SEM revealed the gaps and vulnerable areas of the service provision itself as tethered. As specific programming outcomes were considered, a more precise model emerged. This model was then adapted to assess further and improve FCT services. The resulting measure of good fit evoked the importance of individual behaviors in collaborative efforts. The model suggested that individual behaviors are formed or altered by pressure placed on the individual due to differences in norms associated with individual institutions, the impact ND and BR play in individual behavior as measured by organizational adaptability and loyalty and dedication variables, and the application of observable variables associated with AT-like activities.

3.5. Bivariate Pearson Correlation Analysis

Data outcomes suggested patterns in organizational identification that could impact the extent of longevity and success of the FCT model within the organization. The responses indicated that respondents identified strongly with the FCT model and demonstrated that it was successful, as discerned in the statistical measurements of the quantitative results. The qualitative review supported the statistical outcomes and further revealed elements of secondary trauma and burnout that significantly impacted the quality of organizational identity and organizational fitness.

In the findings, the impact of the FCT model stands out as a valuable tool to build trust and rapport with families. However, its success does not end there; this research showed it can also be the pivotal resource needed to repair the fractured internal organizational bonds exhibited in the analysis. In this study, it is the profound effects of secondary trauma and burnout that led to symptoms of passive aggressive nuances in the qualitative responses. Thus, identifying a critical fault line impacts the quality of care provided to clients and support for staff.

The FCT model was referenced by almost every individual who provided feedback. Respondents better identified with the organization in those responses where FCT was being used internally. This outcome suggested that the model is the needle for the organization’s golden thread of coordination, trust-building, and decision-making. Based on these results, internal repair must be addressed before quality care can be delivered to clients. Leadership must meet their staff’s organizational needs, as suggested by the AT component, if they are to operate from an equilibrated state to provide necessary trauma-informed care.

4. Discussion

4.1. Quantitative Analytical Review

4.1.1. Correlational Analysis

In the quantitative review of the FCT model, correlation analysis (Table 4) reflected positive program outcomes involving the pedagogical value of the FCT training. This notion manifested in the set of FCT program participants' responses associated with the impact of the FCT program training (e.g., *My FCT training has improved my ability to recognize how trauma impacts family functioning*). Program participants discerned capacity enhancements associated with their analytical abilities; this additive extended to the critical family trauma topical area. The FCT training reflected a medium, positive correlation (0.587**) when considered in terms of its impact upon the area of professional development and growth at the individual program participant level (e.g., *My FCT training supports my professional growth needs*, medium, positive support at 0.489**).

However, in this area, we encountered a weak, positive correlation (0.161*) concerning the ability of the program participant's immediate supervisor to provide meaningful feedback from an FCT skill maintenance perspective (e.g., *My immediate supervisor provides me feedback focused on improving FCT skills*). These analytical findings (Table 5) suggest that a realistic, relevant FCT skills maintenance approach is critical, given that the recently acquired FCT skill set is perishable if not appropriately applied on an ongoing basis, as assessed and monitored by a respected expert practitioner.

In this area, the correlational findings (Table 6) suggested that FCT training drives how the worker perceives and interprets the benefits of receiving FCT training (e.g., *My FCT training improved recognition ability trauma impacts family functioning*, medium, positive at 0.377**). From another vantage, the analysis suggested that the immediate supervisor proceeds in a thoughtful manner in terms of providing the worker with FCT-related direction from a career development vantage (e.g., *My immediate supervisor cares about my development in the FCT model*, correlation medium, positive at 0.440**). Indeed, by proceeding in a mindful, incremental manner, the immediate supervisor may interact with the worker to enhance communication and support and develop credibility (e.g., *I trust and respect my immediate supervisor*, correlation medium, positive at 0.331**).

In this area, the correlational findings suggested that organizational leadership and its management are positioned to be discerned meaningful champions of FCT programming should such a focus emerge as an organizational priority (See *The leadership team listens to and takes employee ideas seriously*, correlation strong, positive, at 0.669**; *Management is committed to making it a great place to work*, correlation strong, positive, at 0.737**; and *The managers of the organization make FCT a priority*, correlation medium, positive at 0.474**). Correlational analysis suggested that FCT programming is of fundamental import for the FCT worker as it fosters promise concerning its (ongoing) set of professional benefits to be accrued at both the organizational and individual levels as perceived (See *My FCT training supports my professional growth needs*, medium, positive at 0.417**).

Table 4. FCT Program Training Impact Areas.

Survey Item	Measure of Association
FCT training improved recognition of trauma family functioning impacts.	0.587**
I have enough FCT training and resources to perform my duties with excellence	0.422**
My FCT training supports my professional growth needs.	0.489**

** Correlation is significant at the 0.01 level (2-tailed).

Table 5. Immediate Supervisor Impacts.

Survey Item	Measure of Association
My immediate supervisor cares about my development in the FCT model.	0.440**
My FCT training improved recognition ability trauma impacts family functioning	0.377**
If my supervisor perceives I am under stress, they check on me quickly.	0.336**
My immediate supervisor provides me feedback focused on improving FCT skills.	0.336**
I trust and respect my immediate supervisor.	0.331**

** Correlation is significant at the 0.01 level (2-tailed).

Table 6. Local Precursors to FCT Program Advancement.

Survey Item	Measure of Association
The leadership team listens to and takes employee ideas seriously	0.669**
Management is committed to making it a great place to work.	0.737**
Management values people as their most important resource.	0.772**
I have enough FCT training and resources to perform my duties with excellence.	0.272**
My FCT training supports my professional growth needs.	0.417**
The managers of the organization make FCT a priority.	0.474**

** Correlation is significant at the 0.01 level (2-tailed).

This set of findings suggested that the organization, at all levels, needs to anchor the FCT programming in a development foundation built upon the insights of the workers, management, and leadership. By building such a foundation with this set of stakeholders, the potential of the FCT programming will be well-positioned to maximize the effectiveness of its service delivery mechanism.

4.1.2. Review and Analysis of Path Diagram Construct

The above correlation analysis demonstrated the multi-dimensional nature of the impacts of the FCT programming when engaged. These outcomes further suggested that the supervisor is the interactive link with the potential to nurture the space for trust building to occur, leading to more successful outcomes. However, these actions may induce an organizational operating ecology that confounds how the

FCT trainee identifies with the organization.

When supervisors engage with staff using the open communication elements of FCT, the other person’s perception of how supervisors receive them improves, leading to trust in the leadership team and a stronger belief in the integrity of their leaders. The path diagram (Figure 1) depicts relationships that emerged from the dataset as provided and analyzed with IBM AMOS 27. These relationships consist of those with direct and indirect effects from observed variables. Table 7 reflects such effects from the observed variables.

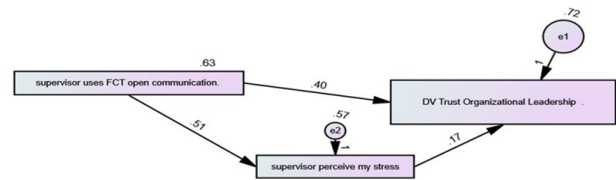


Figure 1. Path Diagram Construct.

Table 7. Model Fit Results.

Fit Indices	Recommended Good Fit Measures (Parry, n.d.)	Default Model Fit Index Measure
Root Mean Square Error of Approximation (RMSEA)	<0.08	0.092
Standardized Root Mean Square Residual (RMR)	<0.08	0.041
Comparative Fit Index (CFI)	≥0.90	0.979

Note. Sample Size: 249, Chi-Square: 6.197, Degrees of Freedom: 2.

4.2. Qualitative Analytical Review

4.2.1. Organizational Identification

The qualitative review indicated that the respondents who utilized the FCT model held it in high regard with favorable responses. In this context, the transition presented above is seen in action. The initial parent codes were taken from the survey questions when respondents were asked to offer their insights regarding various organizational elements. Overwhelmingly, participants responded in a manner that

showed a separation between the participant and the organization. This effect was evident in those who provided a response, as they primarily referred to FCT and the high number of responses that were *N/A*, *neutral*, and *unrelated* when asked about organizational topics.

On the surface, the magnitude of what was occurring may not be apparent; however, what lay beneath spoke to the need for internal repair. FCT is a program utilized by the organization to provide services; it is an addition, and the organization is the “parent” if you will. Salaries, benefits,

positions, and resources exist because of the organization; therefore, the organization should be what participants feel connected to. The FCT program model should be seen as a distinct and separate resource the organization provides.

A significant number of participants responded in ways that indicated they had replaced the organization with FCT: “I have been responding based on the assumption that ‘this organization’ means FCT overall and that you are doing this survey to gather feedback about how you [FCT] are doing. However, the last question made me wonder if you are asking about the specific org that I work for.” This participant marked all organization-specific responses after this item with *N/A*. This trend is of great concern because it suggested the employees no longer identify with the organization. Two other groups of respondents similarly offered responses that were unrelated to the topic area and provided *N/A* or *neutral* responses. These areas are problematic because they suggest that the individuals have already disconnected and are operating from a place of merely checking the boxes and under the right conditions, would no longer be tethered to the organization.

In another example, when allowed to comment on “your individual benefits to learn, grow, and flourish under the FCT model,” one respondent replied, “The agency did not involve the FCT department in Christmas gifts for our families.” Further, many respondents provided feedback when the question was specific to FCT, but when it referred to the organization, they often had no comment. In this example, the respondent began by providing positive feedback if they thought the organization and FCT were the same. When they came to a question delineating the organization from FCT, responses shifted to the *N/A*, *neutral*, or *unrelated* category. The **Appendix A** of this paper includes the primary codes with specific examples.

The findings thus far suggested that survey participants were not able to answer questions specific to the organization and when asked for open text feedback on “in-house” organizational topics, their responses defaulted to how much they enjoy being a part of the FCT project. To questions explicitly excluding FCT, participants either negatively reflected on the organization, chose not to answer, or provided a *N/A* response; this pattern of responses held true across multiple participants’ surveys^[21]. This trend suggested that the topic was too sensitive to answer, participants did not

have the knowledge to answer, or they were disconnected from the organization. The findings reflected a significant organizational fault line. The outcomes identified that work needs to be done internally if the FCT model is to be most successful.

In this data, the respondents represented a broad range of individual and locations across multiple states. The findings revealed a need to repair the organizational bonds from the outermost staff member to top leaders. The lack of communication between the outermost employees and uppermost leadership was so pronounced that members who carried out day-to-day operations did not know where they stood or the direction of their organization with or without the FCT model. While this ambiguity prevented the staff members from achieving daily operational goals, it also created a significant chasm between workers and leaders, making workers more likely to leave when organizational conditions became adverse beyond their tolerance.

Based on existing conditions, the respondents were operating in silos, and most were locked within the scope of their duties, unable to see or process the interconnectedness of their role with the organization. Within this landscape, despite intentional efforts to improve an area, the fractures were so significant that the employee could not appreciate minor improvements, leaving them with a negative perception of the whole. When reviewing the data, these organizations regularly encounter adverse conditions and cannot effectively respond to the persistent problems of high turnover, poor pay scales, and burnout among employees. These conditions confirmed that employees were working within their own silos. A collection of negative responses, as seen here, suggested an opportunity for repair existed because participants provided their opinions, indicating they were still engaged to some degree. While only a small number of responses fell in the *neutral* category, they represented individuals with a negative organizational identity. If not corrected, this condition may spread to other staff, widening the existing gap^[22].

The findings in this topic area reflected the more significant organizational fault line that negatively impacted the near decomposability of the organization. The outcomes thus far identified that work needs to be done within the organization if the FCT model is to be most successful. This topic captured highlights into other agency concerns, each of which was a variable, feeding the more significant issue

of organizational identity and factors that influence it. The **Appendix A** of this paper provides additional topics and supportive examples.

In the layers of this analysis, one of the first apparent areas was the influence immediate supervisors have on the success of FCT. Sometimes, a staff member trained in FCT had a supervisor who was not trained in the model, creating an immediate disconnect and opening the door to ambiguity and potential triangulation. If the supervisor was not trained in how the staff is expected to carry out the modalities when there are questions, they are left to find help from someone else, casting the net for diminished levels of respect, inconsistencies, and uncertainty. One participant addressed this concern: “Team supervisors do not know the FCT model and can’t help with FCT specific issues, problems, or support. Supervision time is inefficiently used; it requires discussion of FCT principles, but supervisors don’t know the model.” This response captured what was happening below the surface individually and in groups. FCT was the conduit through which organizational fractures were exposed and the context in which passive-aggressive behaviors might emerge.

In another example, the supervisor was trained in FCT, but an organizational fracture raised the question of organizational identity: “I feel recognized within the FCT program, by peers, program supervisor, and trainer; however, I feel [I am] unlikely to be acknowledged for contributions by organization management/supervisors.” Again, FCT provided a conduit through which significant organizational cracks can be seen. This response suggested that (a) FCT is what the individual identifies with; (b) if FCT were not in use, the respondent would not perceive the value they bring to the organization; and (c) it is necessary for supervisors to have FCT training if they are going to provide the critical stability needed for their staff.

However, some responses reflected the positive foundational outcomes when immediate supervisors had the FCT training, as seen here:

I am extremely lucky to have the supervisor that I do. She is very effective in her role. She supports me, encourages me, but also challenges me to grow and progress. I have nothing but respect and gratitude for my supervisor, and she is a great role model for FCT.

This response portrays a sharp contrast in how one individual identified with the organization compared to those above.

The second review of the data was inductive. It was an in-depth analysis based on patterns, context, and frequency of words and phrases observed in the initial review. Findings revealed an emergence of characteristics consistent with secondary trauma and burnout among the respondents; these themes reflected how well participants identified with the organization. After further review, the data showed that secondary trauma and burnout were the results of exposure to clients’ trauma and unhealthy organizational culture. One respondent identified client trauma and lack of internal support as problematic: “Staff experience emotional surgery with each of their clients; only a small group of people can do this successfully without burnout, yet any type of support would be appreciated.” However, more responses reflected additional exposure: “We have EAP [employee assistant programs] resources, but we don’t do enough to encourage the use of time off, reducing case load stress, and listening to staff needs.”

While organizations offered self-care options, staff were left with extensive caseloads and no time to engage in any of the offerings, or when they took time off, they were contacted by the organization about their work. For example, one participant shared,

Taking time off for self-care, family and/or vacation can come with a lot of stress and mismanagement of tasks, or lack of follow-through or support when out, so it is a constant worry of what I am going to be coming back to during my time off.

In another response, an individual spoke of the organization’s offering and a lack of opportunity to take advantage of it: “I do not feel like my organization practices the parallel process nor do they pay attention to the self-care of the employees.” These responses reflected significant themes of internal fracture and daily exposure to clients’ traumatic events, which created secondary trauma and thus expedited burnout. Metaphorically, these sentiments bring to mind the instructions for airline passengers to secure their oxygen masks before helping someone else. Organizational repair must ensue to enable social workers to provide quality care

to children and families.

A final example of needed repair emerged in analysis of communication. Responses revealed a gap between front-line staff and leadership, and quite often, the immediate supervisor proved to be the necessary component to help keep staff tethered while working with leadership. This response reflects such a gap in communication: “My supervisor is the heart and soul of her team, providing a genuine human component to counterbalance the very top levels of leadership.”

These outcomes aligned with the sentiments of individuals who had come to lack trust in their organization. These conditions characterize an “unfit organization,” and the findings suggested that employees are operating in a limited state of BR because of extended exposure to internal organizational fractures and client trauma. Because of the cyclic state of conditions, individuals were not able to arrive at a state of equilibrium; therefore, the organization remained susceptible to negative outcomes.

The analysis uncovered responses that reflected a positive organizational culture, again with FCT as the mediator. Some responses reflected positive connections, as seen in this response regarding organizational resilience:

My organization truly encourages me to meet my own needs so that I can be present and effective with my families. My supervisor is very attuned to me, and when I am stressed, she absolutely addresses it and helps me. I have so much support through my organization, and I never have to hide or minimize my feelings or needs.

This response came from an individual whose supervisor was trained in the FCT model. This respondent identified further positive organizational resilience characteristics: “Our organization is very work-life balance friendly. My supervisor is always supportive of my needs as a professional and respects my life outside of work as well.” However, without attentiveness to the elements described by these respondents, the impacts of secondary trauma associated with client exposure and organizational culture will give way to the inevitable symptoms manifested in passive-aggressive behavior.

4.2.2. Secondary Stress/Compassion Fatigue/Burnout

The language and roots of this paper are in the field of public administration, specifically related to organizational identification and culture and the characteristics that comprise organizational fitness. This research demonstrated how the notion of organizational identification induces a usable framework to transcend and influence professional domains. However, the evolutionary process within the individual, the process that determines how they identify with their agency and thus the culture^[23], remains unclear.

For social workers and child welfare professionals, exposure to traumatic events and expectations to manage surmounting caseloads are part of a day’s work, as referenced in the data. Agencies face an emphasis on policy outcomes and meeting Medicaid requirements while caseloads continue to increase, and social workers’ needs are often overlooked in the process. Researchers have not reached consensus on the definitions of secondary stress, compassion fatigue, and burnout, nor whether these concepts are extensions or symptoms of the others^[24]. However, there is agreement on the causal areas of disruption for service providers: chronic exposure to traumatic events, not being able to see happy endings, growing caseloads, and toxic work environments^[24].

Other factors may be involved as well. Rauvola et al.^[23] explored potential subconscious manifestations of what could be considered passive-aggressive work behaviors resulting from these conditions of secondary trauma, pessimism, and overwork. Linnerooth et al.^[24] discussed how influential excessive caseloads, minimal staffing, ambiguity in roles, and lack of support from the administration impact professionals who provide human services. Such conditions inevitably lead to burnout, impacting how the individual identifies with the organization and engages with the organization’s cultural conditions. These results established a concrete relationship and evolutionary change between the person, their experiences, and the organization^[23, 24].

Social workers in child welfare experience varying intensities of ongoing and new trauma while they are chipping away at a mountainous caseload with only a tiny chisel, never seeing the end. Unfortunately, this is the nature of the work for those providing such services, and the field has little room

for remediation. These conditions are also a perpetuating factor that leads to employees' lack of self-differentiation and inability to set work limits^[25]. As this line blurs, the passive-aggressive behaviors that reflect the symptoms of secondary stress, compassion fatigue, and burnout impact how the practitioners see themselves within the organization, leading to a defining organizational culture.

5. Conclusions

5.1. Analytical Dimensions of Administrative Tethering

AT involves collaborative strategies based on individual tasks distributed across a high-performance team. Perception of teamwork with an immediate coworker and trust with a coworker are interrelated aspects of AT. These individual variables also predict individual performance within interagency decision-making. Aspects of individual performance are relevant to team performance. Additionally, individual performance translates into team performance.

Task-related skills and knowledge are insufficient when accomplishing tasks in a teamwork setting. Confirmatory factor analysis computation detected the degree of correlation necessary for interagency collaboration. The significant factors that emerged after factor analysis included the correlation matrix, which had a desirable range of 0.3 to 0.6. The assumption is that it should not be a very high or very low correlation; rather, it should be a moderate correlation between variables. At least 0.3 is a desirable value.

5.2. Recommendations

In the context of near decomposability, the respondents reflected the inter-agency subunits. The existing condition of respondents suggested that repair is needed at the subunit level to mitigate unintentional passive-aggressive behaviors. The job requirements of social workers in the child welfare profession dictate that they will experience some level of secondary stress/compassion fatigue and burnout. Therefore, as an ethical obligation, government agencies that provide guidelines for client care should also develop and enforce such safety nets for staff. However, such restoration comes the price of acknowledging and addressing organizational vulnerabilities and seeking remediation from the administra-

tive tethering liaison.

The data showed existing accolades and profound promise for the FCT model. In areas where it is used, the responses reflected positive results, and those who had not had the opportunity to use it observed positive outcomes and wanted training. However, for it to reach its fullest potential, internal organizational repair concerning communication and trust is necessary. Communication is the golden thread woven through the organization, providing opportunities for staff to be heard and validated. Active communication involves listening, acknowledging, providing authentic responses, and validating the presenter. This golden thread now begins to build trust. Once trust is established, those employees encountering adverse circumstances are more resilient and likely to respond in a manner that benefits the organization^[26]. Additionally, the necessary repair is not a single act; it requires the dynamic intervention properties of AT in which individual needs can be mentored and adjusted to meet current perspectives.

These conditions are not random and do not occur unless all layers of leadership are part of the process. In this analysis, correlations related to the empirical data showed that when the supervisor used the FCT model for trust, it enhanced communication within the organization by as much as four times. When engaged fully, the FCT builds trust. When the supervisor can endorse the FCT model, the effectiveness increases significantly, meaning that the closer the relationship of the supervisor with the user of FCT, the more effective they are in their role. The fidelities that make up the FCT model are also elements of resiliency to protect against secondary stress, compassion fatigue, and burnout^[23–25, 27].

The following recommendations may support organizations to accomplish the necessary changes:

- Incorporate the FCT model as an inter-agency resource to open communication and foster trust.
- Provide intentional support and training for the middle manager/immediate supervisor.
- Utilize an outside AT agent (e.g., an ombudsman) as the liaison to bridge relationships and create pathways.

The supervisor holds the space to open the door for more communication, which builds trust. Using the FCT model as a foundational principle, the supervisor can be approachable and relatable to their staff. In this space, the

immediate supervisor is the pivoting point between staff and upper management, impacting the relationship and the extent to which employees will trust. The outcomes of the extent of separation are such that repair would require an independent liaison or tethering agent to work on internal conditions, specifically in the role of the middle manager, and thus prepare a foundation for not only organizational resilience but the spread of FCT among more counties, meeting the need for more services.

5.3. Implications

Agencies providing child and family services have specific mandates, regardless of their location and whether they are private entities. They essentially have some uniformity in design and function because they provide services that ultimately fall under the watchful eye of a government body. While labels of departments may differ from state to state, the essence of essential duties remains constant regardless of region, thus yielding itself as a necessary yet stoic government body. While this design is fundamental, internal adjustments are required if the agencies are to provide high-quality care for staff and clients.

Social workers in child welfare are susceptible to the pitfalls of their job requirements, experiences, and expectations that only increase with severity. This is a mandatory profession that seeks to create and apply standardization across states and states across counties. In this continuum of service provision, the person merges with the agency from the organization's perspective, as this paper has illustrated. It is therefore necessary to distinguish between the organization and the individual, offering some autonomy and individualism to generate internal connections more effectively if there is ND. For the organization to operate at its fullest potential, trust must be rebuilt, empowering individuals to work to their fullest potential. While this paper began with the topics of organizational identification and organizational culture, the lenses of secondary stress, compassion fatigue, and burnout illuminated how deficiencies in these agencies emerged.

Author Contributions

J.H., provided original research and conceptual development pertaining to the notion of secondary stress. Her

work manifested in terms of the qualitative analysis and structuring of the conceptual underpinnings of this notion (i.e., secondary stress). R.W. and K.M provided expertise in terms of the empirical facets of this study as well as their contribution to the concept of Administrative Tethering and its application withing the practice of FCT as aligned with the extant conceptual construct of this notion.

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Institutional Review Board Statement

The current study, as submitted, involved research with individuals from public sector agencies and in this regard, the authors of this article have retained and will provide relevant materials as aligned with appropriate ethics and ethical conduct as necessitated by the nature of the academic research conducted herein.

Data Availability Statement

The data associated with this study is available through the REAL Academy by contacting Kevin Marino: Kevin@realacademy.co. The data is accessible as it will be presented in a clear and concise manner and arranged in a useful format that can be furnished to the public without any conditions or limitations on access and in accordance with all privacy requirements.

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We wish to thank these FCT professionals and those CPS workers who have provided invaluable insights surrounding FCT, its application, and their sharing of insights associated with nuanced facets of their profession.

Conflict of Interest

No conflict of interests exists in terms of this study.

Appendix A

Deductive Primary Codes	BR or ND	Examples of Coded Segments	Summary of Topic	AT Intervention	AT Components
Your thoughts and comments are welcomed regarding these questions and the topic of Alignment with Agency Goals to spread Family Centered Treatment to serve more children and families.	ND	Positive: "It is clear to me my role within the organization and how I can grow into the organization."; ".....just recently got to for a F2F where we participated in strategic planning. We completed a SWOT and came up with relevant and useful goals & strategies to further our mission of implementing FCT in more places."	Some agencies are expanding FCT services to more regions and populations, while others are evaluating whether they can continue with FCT. There is a desire for more clarity and transparency from agencies about their plans for FCT and how it aligns with their goals. The need for more resources and support for clinicians is also recognized.	Value is the element that determines the relationship between staff and leadership. It is also what influences performance and helps mediate secondary stress [23]. People feel valued when they are heard and the person listening authentically validates them through actions, this is the foundation for trust [28, 29]. As trust and their perception of their value to the organization improves, so does job performance. Individuals who see themselves as valuable to the organization will operate from a higher level of emotional intelligence and thus, how they respond to adverse conditions will improve. Therefore, factors of secondary stress, compassion fatigue and burnout also begin to improve [23, 30]. Given the existing conditions expressed through this data analysis, repair begins as a prescriptive process administered through the administrative tethering agent and the AT ombudsman.	AT mediator designs and facilitates diagnosing and training for AT ombudsman. They work as a liaison between external agencies, resources and the foundation executive leadership generating communicative networks based on their diagnostics.
		Negative: "I love my job and what I do. I believe whole heartedly in the work we do, and have a desire to help others, but I do not feel that the actions and direction my organization is headed seem to align with the things they say and promise, or career goals at this time."	Many employees express pride in working for an organization that utilizes FCT to serve families and hope that every county can provide this service. The agency's primary goal is to continue supporting the growth of the FCT team and caseload. Some employees suggest that more marketing is needed to make the program thrive.		
		Neutral: "I have general agreement with the statements on alignment but I would not always be able to give specific reasons if asked."; "Board alignment with on the ground work is key"	There is a consensus that alignment with agency goals will lead to greater retention of certified clinicians and transfer of learning from experienced peers to their teammates. However, some employees are still learning about the agency's long-term goals and how they align with program goals. Some employees are contracted to the county from another agency and are not directly involved in program alignment. Overall, the employees' comments suggest a positive attitude towards FCT and a desire to align program goals with agency goals to serve more families.		
Your thoughts and comments are welcomed regarding these questions and the topic of your Individual Benefits to learn, grow, and flourish under the FCT model as a professional.	BR	Positive: "I have been able to strengthen my trauma skills through the many trainings available. As a leader in this organization, I particularly saw an opportunity to strengthen my role utilizing the situational leadership model promoted by FCT."; "I have learned a great deal throughout the process of learning about FCT, which has continued my understanding of trauma in a different way."	The FCT model as a professional, respondents mentioned that consistent check-ins from supervisors or trainers with encouragement and reminders of their own strengths are helpful. They also appreciated the opportunity to learn new skills and strategies that can be applied in their work with families. Some mentioned that the FCT model has helped them become more confident in their ability to work with families who have experienced trauma. Additionally, The FCT model requires a lot of commitment from staff, and standardized training is necessary.	Agency size and locations are relevant to the number of AT ombudsmen deployed. Assuming one AT ombudsman oversees many agencies in different regions would be counterproductive, thus setting the process up for failure. Such conditions would revert to the original state of the organization. However, it is reasonable to strategically divide and create small regions with similar context.	
		Negative: "Once again, just the lack of management involvement."; "I believe the Supervisor should have direct access helping staff complete checkoffs."			
		Neutral: "I came to FCT with a strong knowledge of how trauma impacts family functioning."; "FCT sets a basis for what to go over with the families."			

Deductive Primary Codes	BR or ND	Examples of Coded Segments	Summary of Topic	AT Intervention	AT Components
Your thoughts and comments are welcomed regarding these questions and the topic of Organization Communication.	ND	Positive: "The organization encourages providing and receiving feedback regularly."	While some employees feel that their leadership team is inspiring, supportive, and receptive to feedback, others feel that leadership does not take their concerns seriously and that there is a lack of communication and follow-through. Many employees feel that there is a need for growth and development in their organization, particularly in the areas of fractured internal culture and limited utilization of resources. Some employees feel left out of conversations about plans for the future and doubt what the future of the program looks like. There is also a struggle with getting salary ranges raised to a fair place, which puts the organization at risk of losing employees. Specific to the FCT training, there is a discrepancy in knowledge base among leadership staff, which has been an obstacle at times.		
		Negative: "Chain of communication can be confusing/disorganized."			
		Neutral: "Continuous use of surveys ensures needs are met."			
Are there other supports your organization provides to invest in your FCT growth not listed above? Please share other supports or how supports can be improved.	ND	Positive: "...is doing well listening to the needs of clinicians and developing new forms of training to support their growth and meet their needs."			
		Negative: "No other supports besides the education I received getting my masters."; "Not that I know of"			
		Neutral: "training specifically for the non clinical staff is always welcome"			
Your thoughts and comments are welcomed regarding these questions and the topic of Feeling Individually Valued.	BR	Positive: "I feel valued based on the amount of training and type of training provided by my organization. Also, by having a support system in place."; "My direct supervisor is exemplary at providing the team with the support and environment needed to make each individual feel safe and valued."	highlight the importance of feeling individually valued in the context of FCT and the varied experiences and perceptions of employees regarding this topic. While some organizations have implemented initiatives to promote staff health and wellness, there is a need for more recognition of good work, more opportunities for self-care, and more flexibility in supporting staff. In terms of FCT, there are mixed opinions on whether managers prioritize it, but it is seen as a program that speaks to the individual and unique needs of families.		
		Negative: "I do not feel that the value i bring to this organization has been utilized. I also feel that at times i have felt silenced in my opinions or have not been provided a safe space to provide feedback and suggestions or solutions."			
		Neutral: "Staff retention and satisfaction is a key component to agency and family success."			

Deductive Primary Codes	BR or ND	Examples of Coded Segments	Summary of Topic	AT Intervention	AT Components
Your thoughts and comments are welcome regarding these questions on the topic of organizational resilience.	ND	Positive: "Our supervisor is aware that burn out is important to address and is making ways to work with us to avoid the feeling of burn out."; "I am comfortable speaking with my team and/or supervisor to discuss self-care concerns, secondary trauma, and any other stressors. I am aware of the EAP program as well."	Overall, employees felt supported by their organization and supervisors in meeting their needs for self-care and managing stress. However, some employees felt that the organization could do better in this area, particularly in providing more resources for employee resilience and addressing secondary stress and trauma. Some employees also felt that taking time off for self-care could be difficult due to the demands of their job, and that the organization could do more to promote work-life balance.		
		Negative: "I think our organization thinks they are addressing these issues, but an EAP that provides a couple of sessions or referrals is not care for those who experience secondary trauma every day. And it's a mixed bag of whether you can be off for mental health reasons. I like my company, but there is plenty of room to do better. Stop doing performative, trendy reactive things and listen to employees."			
		Neutral: "Our EAP services are always available."; "I think we can always improve on this."			
Your thoughts and comments are welcomed regarding these questions and the topic of Individual Contribution.	BR	Positive: "I believe my strong work ethic provides the organization with a fully engaged employee who truly wishes to help our clients."; "I feel that my experience working with children and families is valuable and adds to the work I do utilizing the FCT model with families in my community."	Many individuals express a strong belief in the effectiveness of the FCT model in addressing trauma and providing quality services to families. However, there are also concerns about the challenges of implementing the model consistently and effectively, particularly in the face of limited resources and high turnover. Some individuals feel that they are not adequately recognized or supported for their contributions, while others feel valued and appreciated. There is a strong emphasis on the importance of ongoing learning and growth, both as individuals and as a team, in order to provide the best possible care to families. Overall, there is a sense of dedication and passion for the work of supporting families and addressing trauma, as well as a recognition of the need for ongoing support and resources to do so effectively.		
		Negative: "I believe I make a difference in the lives of the families I serve; however, I have received little recognition for my contributions.; "I don't feel the organization does a very good job with positive reinforcement. There is a higher focus on negative reinforcement, i.e., the naughty lists. I'm more likely to hear about myself or someone missing something or messing something up than to hear praise."			
		Neutral: "We do the best we can."; "I am willing to learn more about trauma informed care and help with it."			
Your thoughts and comments are welcomed regarding these questions and the topic of Job Satisfaction.	BR	Positive: "I love challenges and changes. Opportunities to grow, etc. Embrace constructive criticism." "I am given the opportunity to take my prior profession and use those skills to align with the model to best meet the clients needs."	The majority of respondents express high levels of job satisfaction in their roles as family therapists using the FCT model. They enjoy the work they do, find it rewarding, and appreciate the opportunities for growth and learning. Many feel that their job aligns with their career goals and allows them to utilize their skills and experience to help families. They value the team aspect of their work and the support they receive from colleagues and supervisors. However, some express concerns about the direction of their organization and the stress and workload associated with their job. Others mention the need for more flexibility and better compensation. Overall, job satisfaction is linked to the ability to help families and the opportunities for personal and professional growth within the FCT model.		
		Negative: "I love the part of working with families. The amount of extras required by this job make it far beyond a 40 hour per week job, and it's suffocating to keep up with."			
		Neutral: "This job is a lot of hard work and challenging at times."; "I am generally satisfied with my job."			

Deductive Primary Codes	BR or ND	Examples of Coded Segments	Summary of Topic	AT Intervention	AT Components
Your thoughts and comments are welcomed regarding these questions and the topic of Your Supervisor's Effectiveness.	BR	Positive: "The support and feedback from my supervisor is welcomed and received well because I know it comes from a place of nurturing growth and encouragement."; "My supervisor is the heart and soul of her team provides a genuine human component to counterbalance the very top levels of leadership."	Many respondents express positive views of their supervisors, describing them as supportive, accessible, and effective in their roles. Some supervisors are noted for their flexibility and willingness to work with staff to ensure they feel supported. However, some respondents note that their supervisors are not directly involved in FCT and may not have the necessary knowledge or skills to provide effective coaching or supervision in this area. Others express frustration with the limited resources available to support FCT implementation and the high turnover rates that make it difficult to provide consistent, high-quality services to families. Overall, the responses suggest that effective supervision is critical to the success of the FCT program, and that ongoing support and training are needed to ensure that supervisors have the necessary skills and knowledge to effectively support staff and families.		
		Negative: "My supervisor has very little understanding of FCT. She knows the basics but cannot support my growth with FCT. Her focus is on the billable numbers for our program as a whole, not just FCT. My growth as an FCT supervisor, is really owed to my foundation consultant, who provides me with support, and constant supportive feedback."			
		Neutral: "My supervisor is very personable."; "My supervisor is accessible and knowledgeable but very new and not yet trained in the FCT model."			
Your thoughts and comments are welcomed regarding these questions and the topic of Your Retention and Desire to Stay at this Agency.		Positive: "I have no desire to leave this organization. I have a good team, supervisors. I feel valued. Now, I would appreciate a wage increase but not leaving this job to find it."; "I look forward to a future with this agency and advancing in my career."	The majority of respondents expressed a strong desire to stay with their current agency and continue working with the Family Centered Treatment (FCT) model. They believe in the effectiveness and sustainability of the model and feel that it aligns with their values and goals. Many also appreciate the support and opportunities for growth provided by their agency and supervisors. However, some expressed concerns about low morale and lack of financial compensation, which may lead to turnover. Work-life balance and pay were also cited as factors that may influence retention. Overall, respondents value the work they do with families and hope to continue serving their communities through FCT.		
		Negative: "Unfortunately I feel staff are unappreciated, unrecognized, unmotivated, and unsupported which has resulted in very low morale and high turnover."; "There is a reason the turnover in this company is high. This job places stress on every part of one's family and it eventually will get to be too much for most workers."			
		Neutral: "I believe in the work I am providing in my community."; "I stay because of FCT."			
Your thoughts and comments are welcomed regarding these questions and the topic of Workplace Safety.	ND	Positive: "Our supervisor makes it a point to make sure that we are feeling safe while doing in home services."; "Safety has never been an issue for me with this organization."			
		Negative: "Safety is secondary to client contact."; "It's hard to hear "Stay safe if your families are sick" but then be in fear of being in the crosshairs of management when dosage falls short."			
		Neutral: "I haven't had an issue with safety. Those areas of question I provide services during a "safe time"; "Sometimes, some of the referrals sound scary, but they turn out to be alright."			

Deductive Primary Codes	BR or ND	Examples of Coded Segments	Summary of Topic	AT Intervention	AT Components
Your thoughts and comments are welcomed regarding these questions and the topic of Teamwork within the Agency.	ND	Positive: "Team work is important within the program at our agency. We have been able to come together and work through difficult situations together."; "My team is the most cohesive and supportive team I have ever been on."	Many practitioners express positive sentiments about their teams, highlighting the importance of teamwork in the success of the FCT model. They describe their teams as cohesive, supportive, and committed to the FCT mission. Some practitioners note that their teams have grown and changed over time, and that there have been challenges with turnover and restructuring. However, they also emphasize the importance of transparency, honesty, and collaboration in addressing these challenges.		
		Negative: "Due to the members of the team being on different paths within the same organization, it is sometimes difficult to be on the same page."; "We don't work closely with anyone."	Some practitioners express concerns about the clarity of goals and the consistency of training, particularly around the ownership check off. Others note that their teams could benefit from more comprehensive and focused training on trauma. Some practitioners also express frustration with the fractured internal culture and limited utilization of resources, which they feel has impacted the quality and intensity of services being provided to families.		
		Neutral: "I do not know if things are clear to everyone on my team. We have several new people that are just now learning."; "There are challenges at times to intensity that we continue to work through."	Overall, practitioners emphasize the importance of teamwork in the implementation of the FCT model, and the need for ongoing support and collaboration to ensure its success. They highlight the value of peer leadership, group supervision, and input from team members in growing and improving the program. While there are challenges and areas for improvement, practitioners remain committed to the FCT mission and to working together to support families and children.		
Your thoughts and comments are welcomed regarding these questions and the topic of Trust in Your Senior Leaders.	BR	Positive: "I believe the board and the CEO's when they say we are valued by the way the fight for funds and how they distributed the funds to serve the client's that we services."; "I completely trust the leaders as they have shown they can be trusted in what they say, do and follow through with."	However, there are also employees who express concerns about the lack of interaction with the board of directors and senior leaders, and some feel that the leaders are not knowledgeable about FCT or do not prioritize it. Some employees have had negative experiences with senior leaders, citing poor communication, inadequate training, and a lack of understanding of FCT.		
		Negative: "I struggle to trust the authenticity of the board."; "I do not trust our senior leaders. They have not demonstrated FCT skills. They constantly change expectations to the point where myself and my team never feel like we know what is expected of us."	Overall, the responses suggest that trust in senior leaders is influenced by factors such as communication, transparency, knowledge of FCT, and commitment to the mission of the organization.		
		Neutral: "Not knowing those in higher management, I can only assume based on what I see."; "Not actually knowing or being introduced to senior leaders leaves trust as a general acceptance that they are working towards the right things based on company results rather than interpersonal trust building."			
Your thoughts and comments are welcomed regarding these questions and the topic of Trust in Your Coworkers.	BR	Positive: "We are strongly emeshed and respectful of each other's area of expertise and commitment to work."; "I have great rapport and trust with the team I am on."			
		Negative: "Since we are all in different areas we only interact together during out team meetings every week. This has hurt the comradery that can sometimes grow working in an office setting."; "We don't work close enough to have a significant bond or relationship."			
		Neutral: "I work solo much of the time."; "I feel I work with group."			

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