

RECOGNIZING AND PREVENTING BURNOUT



MEET THE TEAM



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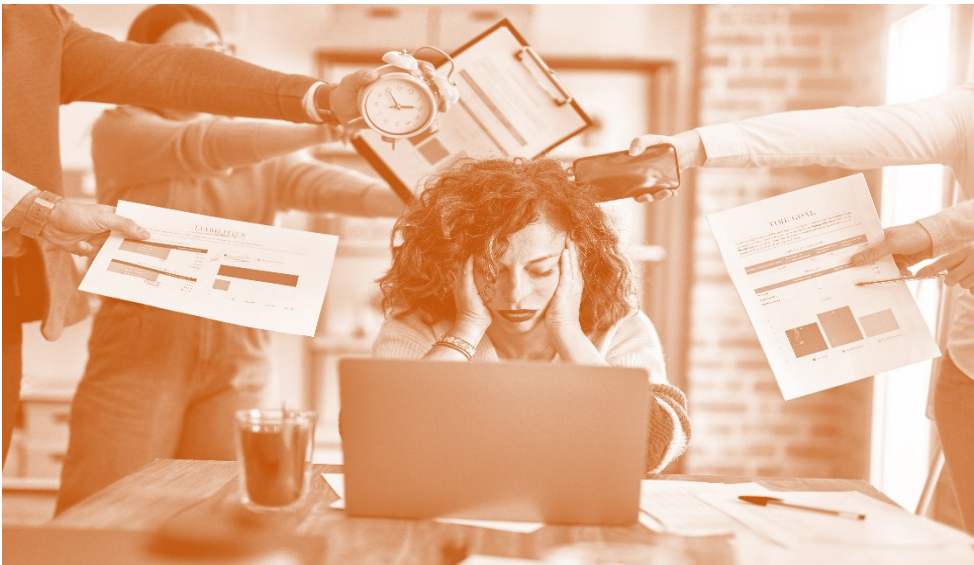
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“State of Missouri employees work tirelessly each and every day, committed to making the lives of Missourians better.”

- Governor Parson

WHAT IS BURNOUT?

Physical, emotional, or mental exhaustion accompanied by decreased motivation, lowered performance, and negative attitudes toward oneself and others. It results from performing at a high level until stress and tension, especially from extreme and prolonged physical or mental exertion or an overburdening workload, take their toll.



Source: American Psychological Association



WHAT CAN CAUSE BURNOUT?

Unfair Treatment
at Work

Having an
Unmanageable
Workload

Unclear
Communication
from Management

Lack of Support
from Managers

Unreasonable
Time Pressures

IMPACT ON THE EMPLOYEE

Affects physical and mental health

Withdrawing from responsibilities

Isolation from colleagues

Procrastination or avoiding work

Lack of empathy for others

Making mistakes

Passion and sense of purpose subverted

IMPACT ON THE EMPLOYER

Turns top performing employees into absent/ineffective workers

Reduces productivity and lowers engagement

Loss of knowledge, expertise and creativity

Could result in lower attentiveness to needs of constituents

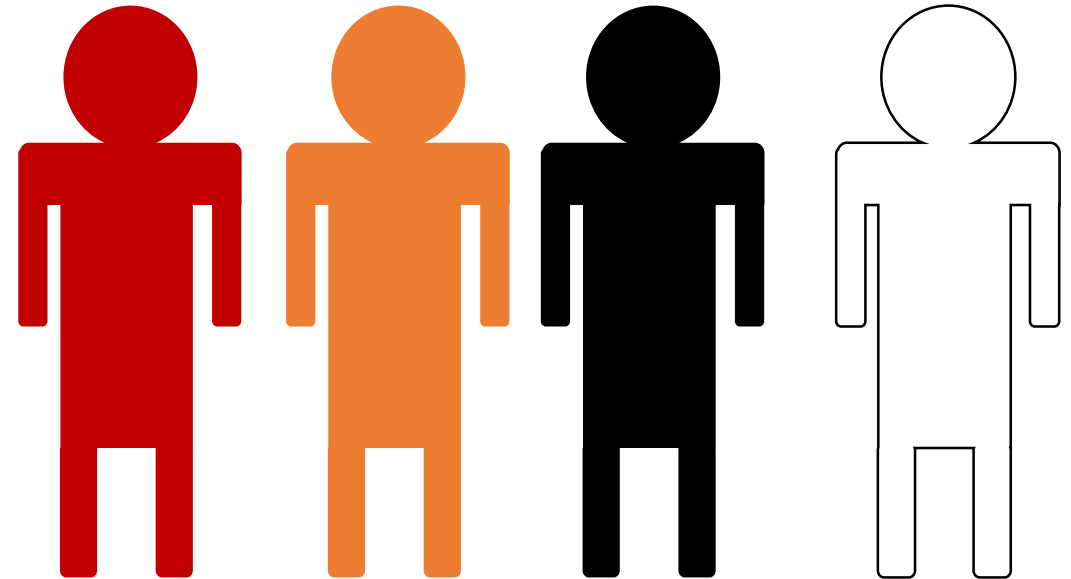
Creates a safety concern in direct care facilities

Higher turnover

BURNOUT AT WORK

76%

**of employees experience
burnout on the job at
least sometimes**



BURNOUT IS A WIDESPREAD PROBLEM

Employees who say they often experience burnout at work are:

63%

More likely to take a sick day

13%

Less confident in their performance

23%

More likely to visit the emergency room

2.6x

As likely to be actively seeking a different job

1/2

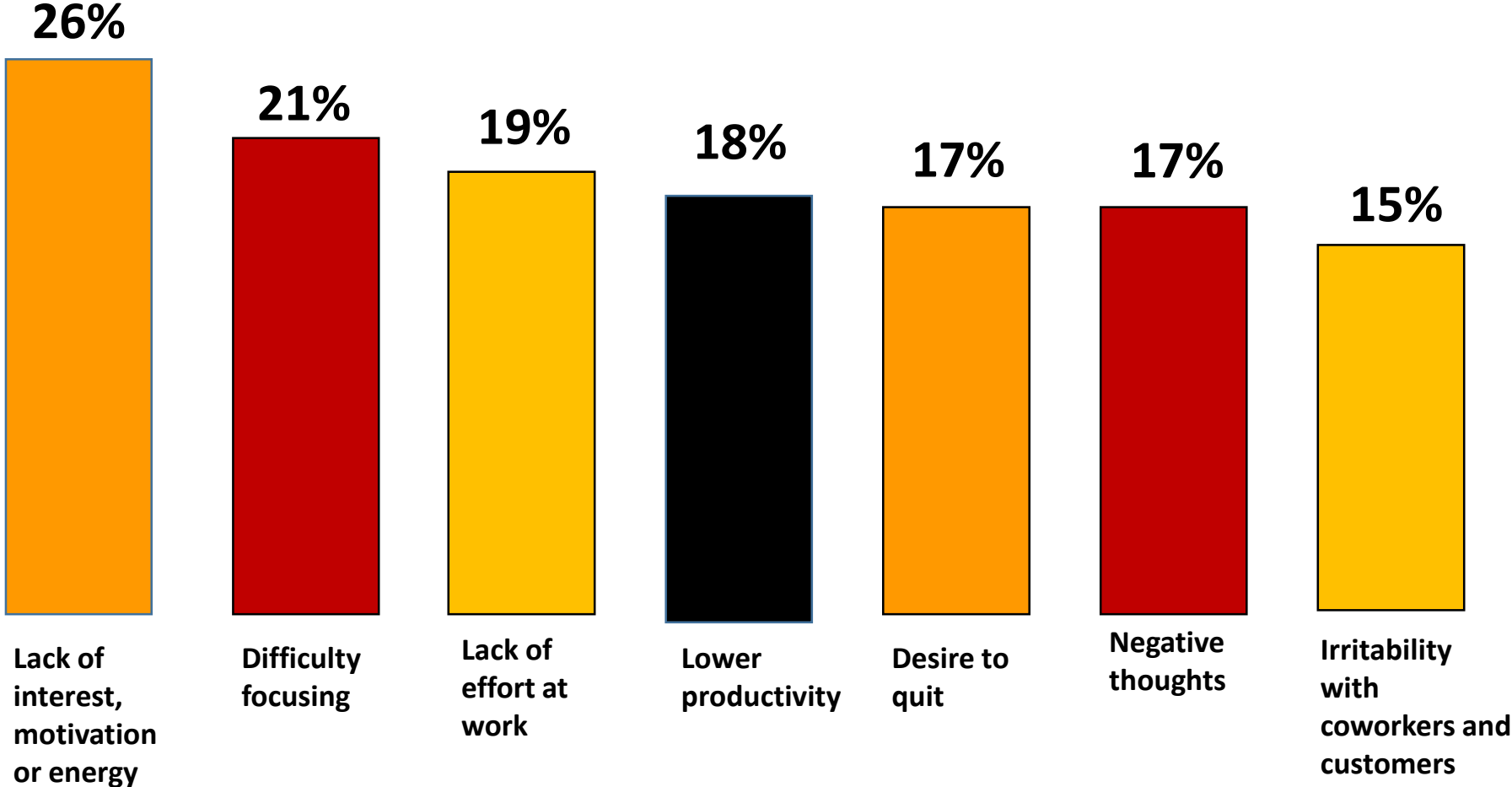
As likely to discuss performance goals with their manager

Workplace stress:

Costs the U.S. economy more than \$500 billion dollars each year

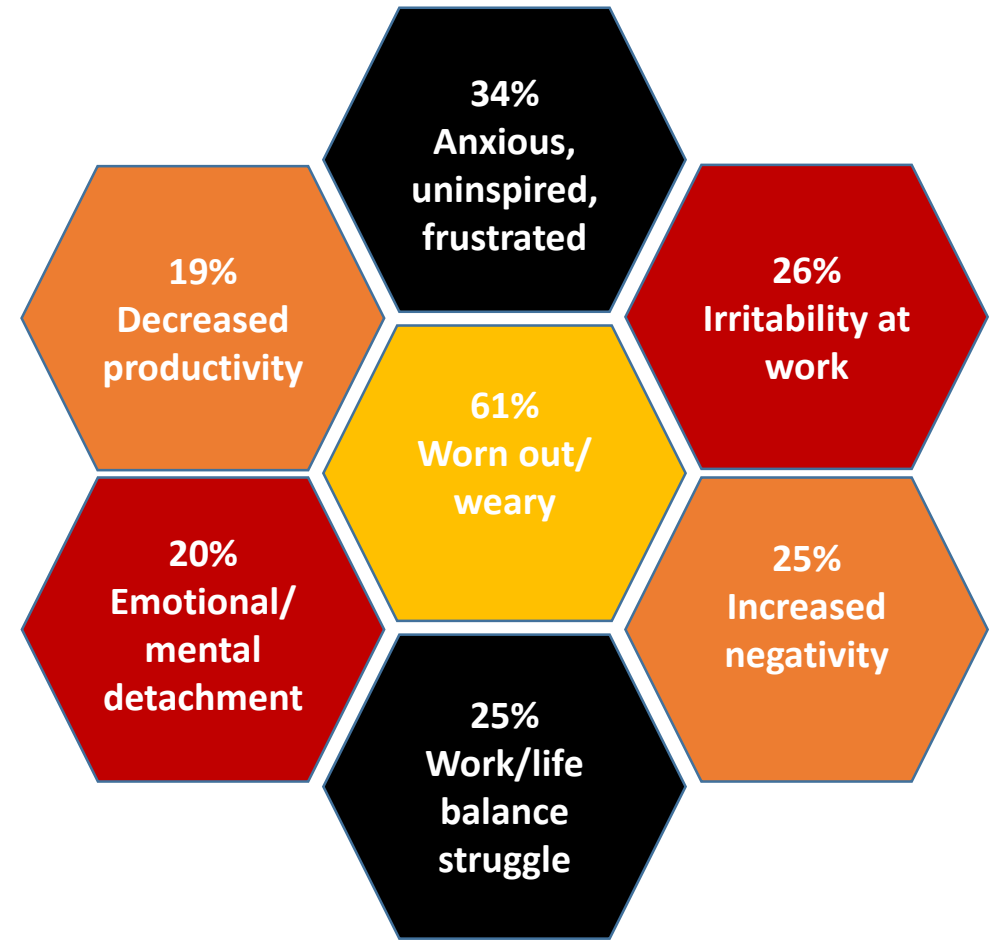
Causes 550 million lost work days each year

EXPERIENCES DUE TO WORK-RELATED STRESS



Source: American Psychological Association - Compounding Pressure on the American Workforce 2021

STATE OF MISSOURI TEAM MEMBER BURNOUT DATA



TEAM MEMBERS HAD THIS TO SAY...

Physical and
emotional
stress...

...harder and
harder to be
motivated to come
to a job where
you're only
corrected

I never
stopped
working

...difficult to
step away for
breaks

I was starting to
be more
negative...

I don't believe
things will change
until culture
changes take place
from the top down

...it felt as
though we
weren't heard

We **HAVE** to
change the culture
if we want to
impact turnover

THE DOMINO EFFECT



PROBLEM STATEMENT

What strategies can the State of Missouri provide to team members, to help recognize burnout and implement processes to proactively prevent turnover?

WHAT NEEDS TO BE DONE?

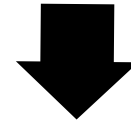
Understand Burnout



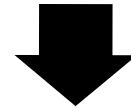
Identify Burnout



Educate Managers



Give Support to Teams



Prevent Burnout

OBSTACLES

Lack of awareness

Current state data does not clearly identify
burnout related inefficiencies

Underutilized training resources

RECOMMENDATION #1

Educate and provide resources for leaders

- Giving and Receiving Feedback
- A Leader's Guide to Reducing Team Burnout
- Managing Burnout
- Prevent Team Burnout as a Manager
- Essential Lessons for First-Time Managers
- Project Manager Burnout: Recognizing, Disrupting and Reversing



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RECOMMENDATION #2

Add questions to Exit Survey and Quarterly Pulse Survey to identify burnout related inefficiencies

Potential Exit Survey Questions:

What would you have changed about your job?

What could have been done differently for you to stay with our agency?

Add “mental stress; workload; work-life balance” to lists of factors for leaving

Potential QPS Questions:

Are you satisfied with your job?

How would you describe your workload?

How do you feel at the end of a typical work week?

If you experience burnout at work, would you feel comfortable talking to your supervisor about it?

RECOMMENDATION #3

Stay Interviews

Sample Stay Interview Questions *Your Department*

Name:	Date:
Position title:	Division/Section:

1. What brought you to our agency?
2. What do you like about your job and the Division so far?
3. What do you look forward to at work each day?
4. What do you dislike about your job?
5. Is there anything you can think of that we could have done differently during the interview process that could have better prepared you for your new role?
6. Is there anything that you have a difficult time understanding about your job or the agency at this point?
7. Have you faced any surprises or things you were just not expecting since you joined us on _____?
8. What are your thoughts on recognition programs here at our agency?
9. How would you like to be recognized? ([Individual Recognition Preference Sheet.pdf \(mo.gov\)](#))
10. What skills are not being used in your current role?
11. What does your dream job look like?
12. What motivates you professionally? What demotivates you?
13. How would you rate the professional development and career advancement opportunities here?
14. How would you rate your work-life balance?
15. What keeps you working here?
16. What could tempt you to leave your position here?
17. What can HR and leadership do to best support you and your career with us?
18. What can I do more of or less of as a manager?

A Supervisor's Guide to Recognizing and Preventing Burnout



QUESTIONS?