



Cure Violence Program Manager Training: Burnout

- I. Burnout:
 - a. Definitions
 - i. A prolonged response to chronic emotional and interpersonal stressors on the job. This is an occupational reality for many professions, but helping careers and competitive careers seem at higher risk
 - ii. Defined by three dimensions: Exhaustion, cynicism and sense of inefficacy
 - b. 6 factors that promote burnout
 - i. Working too much
 - ii. Working in an unjust environment
 - iii. Working with little social support
 - iv. Working with little control or influence over your environment
 - v. Working in the service of values we loathe
 - vi. Working for insufficient reward
 - c. Signs of burnout
 - i. Frequent illness
 - ii. Excessive anger/resentment over conflicts at work
 - iii. Increased substance use/abuse
 - iv. Fatigue
 - v. Poor work performance
 - vi. Avoidance or reclusiveness
- II. Job Risks
 - a. Financial: effects of grant instability:
 - i. Injustice of insecure systems
 - ii. Competition for few jobs
 - iii. Checking out
 - iv. Survival instinct
 - v. Anxiety around not knowing
 - b. Financial: challenges to achieving financial stability:
 - i. Few advancement opportunities within the organization
 - ii. Unclear and/or complex path to career growth
 - iii. Mediocre pay
 - iv. Non-reimbursable expenses
 - v. Opportunity costs as moonlighting not feasible

- c. Longevity: maintaining street relevance:
 - i. Requires increasing effort, if possible: continued relationship building and fighting against new reality as you age
 - ii. Can create personal/professional developmental challenges: value systems, self-image, and honing transferrable skills
 - d. Longevity: tenuous position within overall workforce:
 - i. Limits on alternative employment: recession, ex-offender status, ect.
 - ii. Unclear/complex path in career growth
 - iii. Impact of stigma: limits on transferrable skills
- III. Health Risks
 - a. Physical
 - i. Danger of being physically hurt
 - ii. Impact of late work hours
 - b. Constant exposure to violence
 - i. Personal impact: triggers violent reflections
 - ii. Mirroring your life
 - iii. Injustice and senselessness
 - iv. Knowledge of persistent physical and financial danger: assumption of constant risk: sleep issues, paranoia, anxiety, reclusiveness, ect.
- IV. Result of Risks
 - a. Disgruntled staff
 - b. Instability
 - c. Stunted growth/development
 - d. Dependency
 - e. Poor role modeling for participants
 - f. Programmatic deficiencies
- V. Burnout Prevention
 - a. Anticipate
 - b. Support
 - c. Know where you start
 - d. Workplace stress management:
 - i. Discouraging superheroes
 - ii. Clear expectations
 - iii. Reasonable workload
 - iv. Job descriptions and defined roles
 - v. Designated off-days and vacation
 - vi. Clear plan for back-up
 - e. Professional development:
 - i. Educational opportunities
 - ii. Growth within the agency
 - iii. Career counseling
 - iv. Money management
 - f. Health maintenance:
 - i. Primary care physician
 - ii. Eating, sleeping and exercising well
 - iii. Avoid substance use