

Burnout Inventory –

3 kinds of factors that influence Burnout

Work-Context Factors

1. **Boredom** – monotony, lack of interest, dull
2. **Upward Communication** – how often employee talks to people in higher positions
3. **Decision Influence** – opportunity for independent decisions and control
4. **Growth Opportunities** – personal growth and development of skills, knowledge
5. **Personal Control** – autonomous function
6. **Salary** – appropriate compensation for work required
7. **Task Identity** – completion of whole task vs. just a part
8. **Task Responsibility** – accountability, responsibility of tasks
9. **Task Significance** – impact on lives and work of others
10. **Skill Variety** – different activities, skills and talents used
11. **Specialized Skills** – high complex skill level or expertise
12. **Supervisor Support** – immediate supervisor supports work efforts
13. **Work Load** – not too heavy or light

Organizational Factors

1. **Leadership Effectiveness** – leadership effective inspiring excellence, getting work done
2. **Planning** – planning part of organizational processes
3. **Clarity of Policies and Procedures** – clearly articulated and meaningful
4. **Organizational Philosophy/Mission** – guides people’s work throughout the organization

Alienation Factors

1. **Meaninglessness** – future isn’t as good as current position or profession
2. **Cultural Estrangement** – low reward value to goals typically valued by organization
3. **Powerlessness** – employee’s own behavior won’t determine outcomes or reinforcement they seek
4. **Social Isolation** – exclusion or rejection
5. **Work-Activity Estrangement** – position duties and tasks don’t provide enjoyment or satisfaction
6. **Worker Alienation** – degree to which person disassociates from a work identity

Burnout Inventory –

For each of the 73 questions, refer to the following scale and decide which option corresponds to your level of agreement with the statement. Write the letter(s) representing your level of agreement beside the question. For example, if you moderately disagree, mark “MD” next to the statement.

Strongly Disagree SD	Disagree D	Moderately Disagree MD	Agree A	Moderately Agree MA	Strongly Agree SA
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- _____ 1. I have many chances for learning new and interesting things in my work.
- _____ 2. The policies and procedures of my organization are well articulated.
- _____ 3. My pay is inadequate for the work I do.
- _____ 4. My work has visible outcomes and I see how it influences students and the organization around me.
- _____ 5. Planning contributes directly to the ongoing activities of this organization.
- _____ 6. Communications with key people at work are difficult for me.
- _____ 7. I have enough power and autonomy to accomplish my objectives in my current position.
- _____ 8. I feel indifferent about my work.
- _____ 9. I have freedom scheduling my day at work.
- _____ 10. Even if I did a poor job in my work, I would receive little or no criticism about it.
- _____ 11. Since there is no future or advancement in my position, I will probably seek another position.
- _____ 12. The leadership of this organization inspires excellence.
- _____ 13. The activities and tasks of my work bring me little or no enjoyment or satisfaction.
- _____ 14. Directors and supervisors involve me in the decisions that influence my work.
- _____ 15. My immediate supervisor is very support of my work efforts and endeavors.

- _____ 16. The planning done at this organization reflects the input of most of the people that work there.
- _____ 17. I can't make up my mind about whether the goals or my job are important to me.
- _____ 18. My work has little or no influence on the lives or work of others.
- _____ 19. I have more work than I can handle effectively.
- _____ 20. My immediate supervisor rarely gives me information about my work performance.
- _____ 21. I feel a high level of self-motivation to do my work.
- _____ 22. This organization's policies and procedures are objective and workable.
- _____ 23. I am leaving my job as soon as possible.
- _____ 24. My work has clear beginnings and endings.
- _____ 25. I feel inadequately compensated for my work.
- _____ 26. The organization's philosophy and mission are clearly reflected in the way that work is carried out.
- _____ 27. I have no power or authority to accomplish my objectives or goals in my current position.
- _____ 28. My work is interesting.
- _____ 29. My future is limited in my current position.
- _____ 30. The leadership of this organization is competent.
- _____ 31. I frequently feel that my work doesn't make any difference to anyone.
- _____ 32. The activities and tasks of my work bring me only moderate enjoyment or satisfaction.
- _____ 33. I control how my work is performed.
- _____ 34. The day-to-day activities of this organization are supported by timely planning.
- _____ 35. The goals of my job are very important to me.

- _____ 36. I don't have enough work to do.
- _____ 37. My immediate supervisor is antagonistic towards me.
- _____ 38. I don't want to be associated with my colleagues at work.
- _____ 39. This organization's policies and procedures are flexible enough to allow attainment of goals.
- _____ 40. I have great respect for my immediate supervisor's capabilities and skills.
- _____ 41. I lack the "inner drive" and motivation to do my work effectively.
- _____ 42. I can't make up my mind about whether I should leave my job.
- _____ 43. This organization has a well-articulated philosophy/mission that guides employees in their work.
- _____ 44. When management is considering a change in my areas of responsibility, I am consulted and have input in the decision.
- _____ 45. I have insufficient power and authority to accomplish my goals in my current position.
- _____ 46. The organization's mission is vague or unknown to me.
- _____ 47. I have opportunities for personal growth and development in my work.
- _____ 48. My future is good in my current position.
- _____ 49. In this organization, planning involves most employees.
- _____ 50. The activities and tasks of my work bring me enjoyment and satisfaction.
- _____ 51. The leadership of this organization is effective.
- _____ 52. The goals of my work are not important to me.
- _____ 53. My work load is about right.
- _____ 54. I have a clear sense of being personally accountable for the quality and quantity of work that I do.
- _____ 55. Even when given the opportunity, I have little association with my colleagues at work.

- _____ 56. The philosophy of this organization creates a positive work environment.
- _____ 57. I am committed to my work.
- _____ 58. Communication between me and my immediate supervisor is good.
- _____ 59. My work is part of a process with no identifiable beginning and end.
- _____ 60. The leadership of this organization needs a lot of improvement.
- _____ 61. In this organization, policies and procedures support individual effort.
- _____ 62. My work has substantial on the lives and work of others.
- _____ 63. There are few prospects for personal growth and development in my work.
- _____ 64. I have a satisfactory level of autonomy in my work.
- _____ 65. Management and directors make decisions about my work without seeking my input or advice.
- _____ 66. I receive appropriate compensation for the work that I do.
- _____ 67. I receive sufficient feedback from my supervisor about my work performance.
- _____ 68. It is difficult to get my work done because my supervisor is seldom available to talk with or consult.
- _____ 69. When given the opportunity, I actively associate with my colleagues at work.
- _____ 70. I would prefer working for someone else other than my immediate supervisor.
- _____ 71. The mission of this organization is clearly defined.
- _____ 72. My work is boring.
- _____ 73. My supervisor provides me with enough information to be able to do my job.

Burnout Inventory Score Sheet –

1. The numbers in sections A, B, and C below correspond to the item numbers in the Burnout Inventory. In the blanks below, write the numerical values of your responses to the items. Your responses will have different values, depending on the items.

- If the item number shown below is in **BOLD** and circled, your responses have the following values:

SD = 6 D = 5 MD = 4 MA = 3 A = 2 SA = 1

Go through sections A, B, and C below and write in the values of your responses for all the items that are boldface and circled.

- The responses for the remaining (uncircled) items have the following values:

SD = 1 D = 2 MD = 3 MA = 4 A = 5 SA = 6

Go through sections A, B, and C again and write in the values of your responses for the remaining (uncircled) items.

2. For each of sections A, B, and C, add up all of your responses to obtain your *total score*.

3. For each of sections, A, B, and C, divide up the total score by the number indicated to obtain your *average score*.

4. To arrive at your *overall burnout score*, follow the formula presented in section D.

A. Perception of Job Content

1. _____	3. _____	4. _____	7. _____	8. _____	9. _____
11. _____	13. _____	17. _____	18. _____	19. _____	21. _____
23. _____	24. _____	25. _____	27. _____	28. _____	29. _____
31. _____	32. _____	33. _____	35. _____	36. _____	38. _____
41. _____	42. _____	45. _____	48. _____	50. _____	52. _____
53. _____	54. _____	55. _____	57. _____	59. _____	62. _____
64. _____	66. _____	69. _____	72. _____		

Total Score _____ ÷ 40 = _____ Average Score

B. Perception of Immediate Supervisor

10. _____	15. _____	20. _____	37. _____	40. _____	58. _____
67. _____	68. _____	70. _____	73. _____		

Total Score _____ \div 10 = _____ Average Score

C. Perception of the Organization

2. _____	5. _____	6. _____	12. _____	14. _____	16. _____
22. _____	26. _____	30. _____	34. _____	39. _____	43. _____
44. _____	46. _____	47. _____	49. _____	51. _____	56. _____
60. _____	61. _____	63. _____	65. _____	71. _____	

Total Score _____ \div 23 = _____ Average Score

D. Overall Burnout

Use the *total scores for sections A, B, and C (before division)* to calculate your overall burnout score. Add the total score for A to three times the score for B; then add the score for C and divide the total by 93.

(A) _____ + (3 x B) _____ + (C) _____ = _____ \div 93 = _____

Overall Burnout Score

Your Average Scores in the Perception Categories

Scores below 3 indicate a high potential for experiencing burnout. If your average scores fall in this range, your work life is unfulfilling for you. Serious attention and action on your part are warranted if you want to experience any level of fulfillment in your work life.

Scores in the 3 to 4 range indicate a degree of satisfaction that can be very deceiving. If your average scores are in this range, you are experiencing an ambiguous state that is neither fulfillment nor burnout. Your work life is neither so great that you love it nor so bad that you feel compelled to leave it. You may perceive things as being "OK" therefore; you may not be motivated to change. However, you might want to consider making some changes to make your work life a more positive experience for you.

Scores approaching 5 or 6 indicate a work life that is exciting and fulfilling. If your average scores fall in this range, any "down" times that you experience are infrequent and short lived. Nevertheless, you might want to check back through the inventory to pinpoint specific items that you evaluated at a level that you consider unacceptable; then you can plan action to take to address those items.

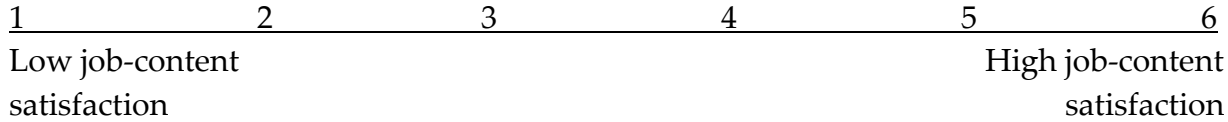
Perception of Job Content

Your perception of the content of your job is based upon four elements:

1. *How you see yourself in your job.* Do you see yourself as wasted talent or as an important contributor to your organization's goals and objectives? Or is your position dull and uninteresting?
2. *How you feel about the work you do.* Your feelings about your work are closely tied to, but still different from, your image of yourself in your position. For example, you may feel that your talent is being wasted, but still enjoy and feel good about the work you do.
3. *Whether and how much you enjoy the tasks and activities of the position.* Do you enjoy performing the day-to-day activities? Are the tasks the types of things you typically like to do?
4. *Whether and to what degree your job is right for you.* You may perceive the organization as fine, your supervisor is supportive, and your work is enjoyable, but the job may still not be right for you. Because of favorable surrounding conditions, you may not see a level of dissatisfaction with your position that could lead to burnout.

Your feelings about position content may be complex. For example, you may enjoy your work, but it may not fit your self-image. Conversely, the content of the job may be unpleasant to you, but you may feel that your position makes a positive difference in people's lives and therefore, the work may seem worthwhile to you. It is important to note that work that you perceive to be unpleasant or inappropriate in some way can lead you to eventually experience burnout.

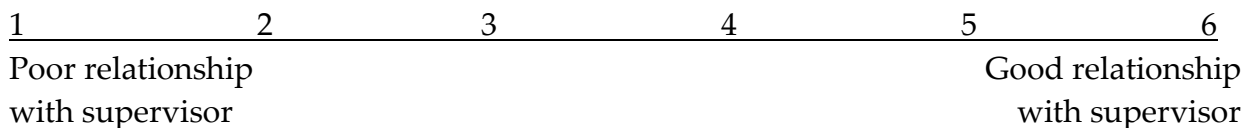
Plot your score with an “X” on the following continuum. This will give you a general idea of how you experience the content of your job:



Perception of Immediate Supervisor

Your relationship with your immediate supervisor is one of the most important relationships, if not the most important, that you have in the organization. Without the support of your supervisor, your work day can be very unpleasant, leading to dissatisfaction and burnout. Good communications are the key to a good relationship with your supervisor. Receiving appropriate feedback and complete information can make even the most difficult job much easier. How you view your relationship and your communication with your supervisor is closely related to the satisfaction you derive from your work.

Plot your score with an “X” on the following continuum. This will give you an idea of how you perceive your relationship with your immediate supervisor.



Perception of the Organization

Every organization has a mission that incorporates its philosophy. The philosophy and mission of your organization create an environment that may or may not be compatible with your personal values, philosophy and mission. If these two sets of values, philosophy, and mission are incompatible, then you will be uncomfortable in the organizational environment. Unfortunately, not every organization articulates its philosophy and mission clearly; when this is the case, ambiguity about what the organization is trying to accomplish can also lead to burnout.

The organization’s philosophy and mission are reflected in its policies and procedures, both written and unwritten. Thus, clear policies and procedures are important in creating a supportive work environment. When you are certain about what the organization expects, you know what management perceives as appropriate or inappropriate. Whether you agree or not, your knowledge of what is expected creates a certain security that ambiguity cannot. Similarly, effective leadership gives you direction and clarity in your work and contributes to the likelihood of a clearly articulated philosophy and mission.

