



TRIAGE WORKSHEET | JURISDICTION: NONPROFIT | VERSION 2026.1

Mission Burnout + Workload Triage Worksheet

Measure the gap between workload and capacity, name the mission creep, and build a stop-doing list leadership actually signs.

WHAT THIS HELPS YOU DO

Use this worksheet to triage workload against real capacity — surfacing mission creep, unpaid-labor expectations, and the commitments to stop — before burnout resigns your best people for you.

WHEN TO USE THIS DOCUMENT

- When a strong performer starts sounding flat or cynical
- After turnover exit themes mention workload or 'always on'
- When every program is priority one and nothing ever ends
- Before adding any new program to a full plate
- At annual planning, before commitments outrun capacity again

WHAT THIS DOCUMENT HELPS PREVENT

- Resignations that arrive 'suddenly' after a year of visible signals
- Mission creep absorbing capacity no one allocated
- Unpaid overtime normalized as commitment (and illegal for nonexempt staff)
- New programs stacked on teams already past capacity
- Leadership discovering the math only in exit interviews

Faulkner HR Solutions focuses on the system behind the people problem. This tool is designed to help employers slow down the decision, identify the risk, and create proof before the issue becomes a claim, complaint, turnover event, or credibility problem.

BEFORE YOU START: READINESS CHECKLIST

Gather the following before working through this document. Incomplete inputs are one of the most common reasons employer decisions fail under later scrutiny.

Have it	Input	Notes / location
☐	Employee name and role	
☐	Date of incident, request, or separation	



Have it	Input	Notes / location
☐	Supervisor involved	
☐	Policy or handbook section that applies	
☐	Prior documentation on file	
☐	Pay records, if applicable	
☐	Relevant emails, texts, notes, or complaints	
☐	Decision-maker name	
☐	Deadline, if applicable	



WORKLOAD TRIAGE

Burnout is a system output, not a character flaw. This worksheet does the math the mission keeps skipping: hours demanded versus hours available, and what leadership will stop asking for.

Part 1 — Capacity Reality (per person or team)

Person / team	Paid hours/wk	Actual hours/wk (honest)	Standing commitments (hrs)	Gap

Part 2 — Mission Creep Inventory

List everything being done that no one ever decided to do — inherited programs, 'temporary' commitments that calcified, favors that became expectations.

Activity	Who decided? (often: no one)	Hours/mo	Mission-critical or momentum?

Part 3 — Unpaid Labor Expectations

True?	Expectation check	Where / who
☐	Nonexempt staff work unrecorded hours (this is a wage violation, not devotion — stop it today)	
☐	Exempt staff routinely work 50+ hours as the unspoken norm	
☐	Evening/weekend events are staffed by 'expected volunteering'	
☐	Leadership models all-hours availability and calls it culture	
☐	PTO is accrued but not actually taken	



True?	Expectation check	Where / who
☐	The phrase 'we all wear many hats' excuses permanently undefined jobs	

Part 4 — Burnout Signal Scan

Seen	Signal	Who / since when
☐	Cynicism from the formerly enthusiastic	
☐	Rising errors, missed details, shortened patience	
☐	Withdrawal from meetings and team life	
☐	Sunday-night dread mentioned as a joke	
☐	Health mentions: sleep, headaches, 'running on empty'	
☐	Quiet job-searching signals	

Part 5 — Priority Reset

Force-rank programs and commitments. The bottom of the list is not shameful — it's the honesty that funds the top.

Rank	Program / commitment	Mission impact (high/med/low)	Capacity cost (hrs/mo)

Part 6 — The Stop-Doing List (leadership signs this)

What stops or pauses	Capacity freed (hrs/mo)	Who informs stakeholders	Effective date



Role	Name / signature	Date
Prepared by		
ED commitment		
Board chair awareness (recommended)		

STOP AND REVIEW BEFORE ACTING

If any statement below is true, pause. Get the decision reviewed by HR, counsel, or Faulkner HR Solutions before you act.

- ☐ The capacity table shows a standing gap of 10+ hours/week for anyone.
- ☐ Nonexempt staff hours are being worked and not recorded.
- ☐ The stop-doing list has been discussed before and nothing ever stopped.
- ☐ Your strongest performer shows three or more signals in Part 4.
- ☐ A new program is being added this quarter with zero capacity offset.
- ☐ The ED's own row in the capacity table is the worst one.

MINIMUM DOCUMENTATION STANDARD

Before this file is closed, the employer should be able to answer every question below and point to where the proof lives.

Question	Your answer / where the proof is stored
What happened?	
When did it happen?	
Who observed or reported it?	
What policy, standard, deadline, or expectation applies?	
What decision was made?	
Who had authority to make the decision?	
What alternatives were considered?	
What risk was reviewed?	
What follow-up is required?	



Question	Your answer / where the proof is stored
Where is the proof stored?	

COMMON MISTAKES

1. Treating burnout as individual fragility and prescribing self-care for a math problem.
2. Running the triage but skipping Part 6 — analysis without a stop-doing list changes nothing.
3. Letting 'mission-critical' mean 'someone would be disappointed.'
4. Solving the gap with a wellness webinar instead of subtraction.
5. Assuming exempt status makes unlimited hours lawful and costless — it's merely lawful.
6. Announcing the reset and quietly restarting everything within a quarter.

WHAT TO DO NEXT

Get the ED's signature on the stop-doing list, communicate the stops to stakeholders within two weeks (silence restarts them), fix any nonexempt time-recording violation immediately, and re-run the capacity table quarterly. If the same names redline every quarter, the problem is structure — see the Authority Gap and Org Chart worksheets.

Before you terminate, deduct, discipline, classify, or respond, get the decision reviewed.

Call 210.446.8730 or email thomas@faulknerhrsolutions.info.



Mission does not replace infrastructure. If the same people problem keeps coming back, the system needs to be rebuilt.

Need help applying this to a real workplace decision?

Faulkner HR Solutions helps Texas employers, nonprofits, municipalities, and growing businesses fix the people systems behind recurring workplace problems.

If this document raised a risk flag, do not guess your way through the next step.

Call: 210.446.8730

Email: thomas@faulknerhrsolutions.info

Website: faulknerhrsolutions.info

DISCLAIMER

This resource is provided for general employer education and planning purposes. It is not legal advice and does not create an attorney-client relationship. Employment laws, agency guidance, and local requirements may change. Employers should review the facts of each situation before acting and consult appropriate HR or legal counsel when needed.