



Bringing You **Relevant** Professional
Development Training to Help You
Master Your Skills

Managing Burnout and Helping Our Employees to Manage Burnout



ACHRO/EEO Annual Conference

September 30, 2026
10:15 a.m. – 11:30 a.m.

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Presented by:

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Practice Areas and Experience

Barbara J. Ginsberg has been representing school and community college districts, and public agencies in all aspects of labor and employment matters and education law for over thirty years. She is an expert in educational leadership, communication practices, and employee performance management, and regularly provides professional development training to administrators and aspiring leaders throughout the nation. She serves as chief negotiator for agencies in collective bargaining with certificated, classified, and police/safety units, and is experienced in both traditional and interest-based bargaining methods. Other areas of Ms. Ginsberg's practice include: workplace investigation (including allegations of harassment and discrimination), classified and certificated employee evaluation and discipline (merit and non-merit), statutory and negotiated leave issues, police and safety matters including POBOR issues, reductions in force, disability accommodation issues, student and employee privacy matters, search and seizure and other constitutional issues, policy/procedure review and development, hiring practices, employment contracts, general counsel and board governance matters, PERB, EEOC, DFEH, OCR, OAH, and personnel commission matters; and federal and state civil litigation.

Prior to joining AALRR in 2008, Ms. Ginsberg spent seven years as a legal advocate for public and private employee unions, including the Association of Orange County Deputy Sheriffs, Riverside Sheriffs Association, Orange County Firefighters Association, Santa Ana Firefighters, and the San Bernardino Public Employees Association; and eight years as an advocate for school and community college districts. She also served as Deputy City Attorney for the City of Victorville, and as a teacher in elementary, middle school, and high school settings.

Events & Speaking Engagements

Ms. Ginsberg is a popular and highly requested speaker and regularly provides training throughout the nation on a variety of subjects of interest to K-12 school districts, community colleges, universities, cities, counties, governing boards, management

INDUSTRIES

Educational & Public Agencies

EDUCATION

J.D., Thomas Jefferson School of Law

B.A., English

University of California, Irvine

United States Naval Academy

ADMISSIONS

1995, California

2024, Idaho

U.S. District Courts, Central and Southern Districts of California

U.S District and Bankruptcy Courts for the District of Idaho

PRACTICE AREAS

Contract Enforcement & Collective Bargaining

Education Law & Litigation

Advice & Counsel

Investigations

Labor & Employment Law

Disciplinary Matters

Discrimination & Harassment

Board Governance

Administrative Hearings & Arbitrations

Professional Development Training

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teams, administrators, police and safety personnel, supervisors, and staff. In addition to addressing subjects that impact the workplace, the educational setting, and collective bargaining, Ms. Ginsberg provides training on the FRISK model for preparing effective documentation regarding employee substandard performance or conduct; leadership and communication skills; conducting investigations in the educational and workplace environments; conflict resolution; Brown Act compliance, and state-mandated sexual harassment training. She regularly lectures at conferences for local, statewide, and national organizations such as AASPA, ACBO, ACCCA, ACSA, ACHRO, CAAASA, CABE, CALSA, CCLC, CCUPCA, CSBA, CSPCA, IASA, NSBA, and WACUBO. She is also a regular instructor at various personnel and administrator academies throughout the country, and a guest lecturer at several universities. She regularly mentors law students and young lawyers.

Upcoming conferences and speaking events include:

Leadership Series with Barbara Ginsberg – Statewide (virtual and/or in person) (September 2026 through April 2027)

- Communicating with Difficult People and Influencing Change
- Managing & Addressing Conflicts Between Employees in the Workplace
- Effective Evaluations and Evaluation Meetings
- Preparing, Delivering, and Monitoring Employee Improvement Plans
- Team Building Tips That Will Help You Transform Your Work Site
- From Supervisor to Leader: Responsibilities, Repairing Relationships, and Infusing the Practice of Civility in the Workplace
- Troubleshooting Leadership: How to Lead Notwithstanding Challenging People and How to Lead in Challenging Circumstances

Central Coast Professional Development Consortium Series (Virtual) (September 2026 through April 2027)

- Sexual Harassment & Abusive Conduct Prevention Training for Supervisors (September & April)
- Pregnancy in the Workplace: Fulfilling Your Legal Obligations Across the Three Trimesters of Pregnancy
- Preparing, Delivering & Monitoring Employee Improvement Plans
- Where Student Behaviors, Workplace Safety * Behavioral Plans Intersect: Staying Safe as an Employee
- Trauma-Informed Interviews and Investigation Techniques

FRISK® Documentation Model for K-12 LEAs & Private Schools (State/National)

FRISK® Documentation Model for Community College Districts (State/National)

FRISK® Documentation Model for Cities and Counties (State/National)

- Preparing Effective Documentation Regarding Employee Substandard Performance or Conduct
- Techniques for Effective Communication with Employees About the FRISK® Document & Influencing Employee Improvement
- Advanced FRISK®: Focus on Scenarios and Writing Techniques

Negotiations Series (virtual)

- Introduction to Bargaining
- Crafting and Responding to Proposals
- How to Deal with Conflict at the Table/Impasse
- Mastering the Art of Negotiation

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K-12 Education Law Conference – Sacramento – November 16, 2026

K-12 Education Law Conference – Cerritos – November 12, 2026

Shell Beach K-12 Conference – April 14-16, 2027

Topics to be announced in Winter 2026

Shell Beach Higher Education Conference – August 12-14, 2026

Topics to be announced in Winter 2026

Cultural Competence & Sensitivity Institute – Statewide (virtual)

101 Series

- Cultural Sensitivity in the Workplace
- Understanding and Managing Implicit Bias, Gaslighting, and Racelighting
- Managing & Addressing Conflicts Between Employees in the Workplace

102 Series

- Implementing Employment Practices that Support Cultural Competence
- Conducting Investigations/Addressing Complaints with a Culturally Sensitive Lens
- Best Practices for recruiting, Hiring, and retaining a Diverse Workforce

Additional Topics for Individual School Districts, Community College Districts, Charter Schools, Private Schools, Counties, and Cities

- Nurturing the CEO/Superintendent/President-Board Member Relationship
- County Board of Education and County Superintendent Roles and Responsibilities
- Criminal Background Checks and Subsequent Arrest Reports: Protocols for Conditional Offers, Providing Due Process to Candidates/Employees, and Staying Legal
- Managing Burnout and Helping Our Employees Manage Burnout
- Creating a Satisfying and Equitable Work Environment
- Exercising Gratitude in the Classroom and Workplace
- Building, Maintaining and Repairing Relationships of Trust in the Workplace
- Leading and Building School Culture
- How to Lead Notwithstanding Challenging People
- Keys to Leading & Building Your Team's Resilience During Challenging Times
- Techniques for Becoming a Stronger, More Effective Negotiator
- The Impact of Disrespectful or Unprofessional Behavior in the Workplace
- Secrets to Getting Stuff Done
- Infusing the Practice of Civility and Mutual Respect in the Workplace
- Professionalism and Excellence in the Workplace
- Accommodating Employee Disabilities
- Tips for Conducting Better Workplace Investigations
- Sexual Harassment and Abusive Conduct Prevention Training
- Identifying and Responding to Employee Use of Drugs and Alcohol
- Managing Employee Leaves of Absence
- Mandated Reporter Training Regarding Child Abuse and Neglect
- Understanding the Brown Act
- Good Language, Bad Language: Rules for Drafting Contract Language
- Repairing Relationships of Trust and Team Building Tips for Executive Assistants
- Best Practices for Hiring, Recruiting & Maintaining a Diverse Workforce
- Understanding Criminal Background Checks and Subsequent Arrest Reports
- Best Post-Pandemic Practices Re Accommodating E's & Managing Remote Work
- Best Practices/Strategies for Managing Investigation and/or Outside Investigators
- Best Practices/Strategies for Equitable Planning, Decision-Making, Communication

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- Skills A.I Will Never Replace: Being a High Potential Employee and Leader
- Thriving at Your Job
- The Leaders We Remember
- Preparing Effective Documentation to Address Below-Standard Performing Employees
- Protecting Yourself Against Toxic Behavior in the Workplace
- Restarting Yourself After the Holiday (or Any) Break
- Being Direct (but Not Rude), Responding to Disrespect, and Developing a Thick Skin
- The Importance of Time Management and Best Practices for Accomplishing It
- Closing Out the Academic Year
- Board Documents Accessibility, Best Practice for Agenda Changes & Just Cause and Remote Participation
- Tips for Working with People You Don't Necessarily Like
- Tips for Increasing Your Output at Work and Staying on Track
- Best Practices for Ending the Employment Relationship
- Managing Community Expectations at the School Site and Within the District

Community & Professional

- California Bar Association, Labor & Employment Law Section, Member
- Idaho Bar Association, Employment & Labor Law Section, Member and Government & Public Sector Lawyers Section Member
- National Council of School Attorneys, Member
- California Council of School Attorneys, Member
- Cerritos College Foundation, Past President and Member
- Pacific Symphony League Member, Volunteer and Back Stage Guide
- Idaho Steelheads Season Ticket Holder
- Hobbies: Rowing, Motorcycle Riding, Spreading Kindness



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October 1, 2026

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PRESENTED BY:

Barbara Ginsberg, Senior Partner, AALRR

Cerritos • East Bay • Fresno • Irvine • Marin • Pasadena • Riverside • Sacramento • San Diego • Westlake Village

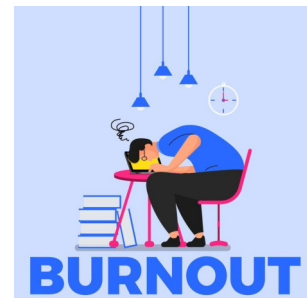


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BURNOUT



Managing Burnout

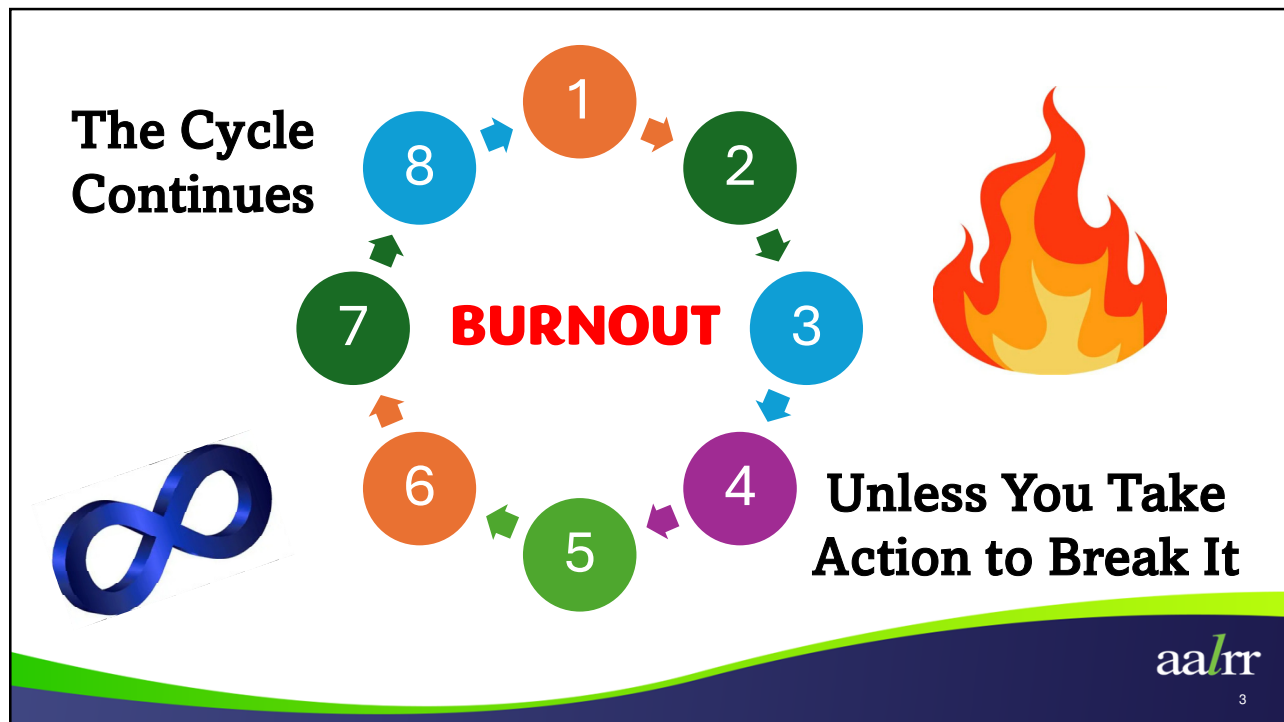


Personal Burnout and Employee Burnout

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1 High Performance Mode

- You're crushing it!!
- You're taking on extra projects
- You're saying "yes" to everything

Ideas to Personally Break the Cycle:

- Set a maximum limit as to what you will take on
- Check in with yourself every week to make sure you are not overdoing or spreading yourself too thin

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Helping Employees

- How do you check in with your employees?
- How do you recognize when your employees are in “high performance” mode? What are the signs you notice?
- How do you ensure your employees are not spread too thin?
- How can you help your employees recognize when they are in high-performance mode? What should your communication with the employee look like at this stage?

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Early Warning Signs

- Decreased or bad sleep
- You skip meals
- You stop regular exercise
- You are compromising family activities
- But you are still doing good work



Ideas to Personally Break the Cycle:

- Protect at least one non-negotiable: sleep, meals, family activities
- Defend it and don't compromise it – you need at least one thing for yourself

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Helping Employees

- How would you recognize if an employee is skipping meals or missing family events?
- For your team – what are some of the common EARLY warning signs you see that indicate your employee may be overtaxed, stressed, or on the path to burnout?
- What should communication look like with the employee at this stage? What tools or advice can you give to the employee at this stage to break the cycle?

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Pushing Through Phase

- You're tired but you tell yourself it is only temporary
- Coffee becomes essential
- You use weekends for "catching up" with work

Ideas to Personally Break the Cycle:

- On your calendar, block out "recovery" time and treat it like it is a non-negotiable, mandatory meeting
- Take a full day off



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Helping Employees

- What would you look for in your employees as a sign that they are at this “pushing through” stage?
- Are you aware when your employee is working outside of work hours to catch up or keep up?
- How can we ensure an employee is building in some “recovery” time to help break the cycle? Is there anything you can implement during the workday that help break the cycle at this stage?

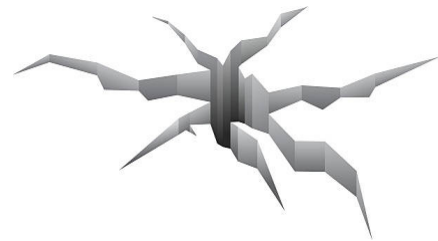


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Cracks Start to Appear

- You start making small mistakes
- You are irritated and/or cynical
- Work that used to feel easy now feels hard



Ideas to Personally Break the Cycle:

- Delegate some of the work you can delegate (and don't tell yourself it can't be delegated)
- Ask for help
- Admit to yourself you are stretched too far



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Helping Employees

- How quickly are you intervening when you see a decline in the quality of an employee's work?
- When you observe mood changes, changes in team dynamics, or "personality" changes, how are you addressing the changes?
- Are considering that these changes may be related to the employee's burnout cycle?
- What should communication with the employee look like at this stage?
- How can we help the employee break the cycle at this stage?

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Full Burnout

- You can't focus
- Everything feels impossible
- You're exhausted but you can't sleep
- Nothing brings you joy



Ideas to Personally Break the Cycle:

- STOP! You must stop to break the cycle now!
- Take real time off
- This is not weakness – it is survival!

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Helping Employees

- What are the signs you see in your employees that indicate to you they are in **FULL** burnout?
- What does your communication with the employee look like at this stage?
- How can we help the employee?
- Are there resources at your district that can be offered to the employee?

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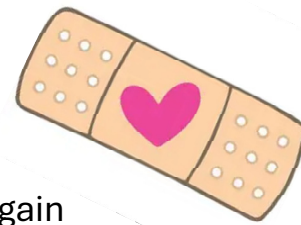
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Recovering From the Crash

- You finally rest
- Energy slowly returns
- You promise yourself you won't do this again



Ideas to Personally Break the Cycle:

- Write down what led you to this point (seasonal, project based, e'ee shortage, took on too much? Why?)
- Identify your personal warning signs
- Use these notes as a "manual" for yourself

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Helping Employees

- What tools/resources can we offer to the employee now?
- What should our communications with the employee look like at this stage
- How can we work with them to identify what led them to burn out so that they can better identify the signs of burnout in the future?
- What kind of support can we provide at this stage?

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7

Feeling Better

- You're back to yourself
- You're motivated again and ready to work
- The burnout feels like a distant memory



Ideas to Personally Break the Cycle:

- Take this time to build in preventive habits NOW so you don't risk entering the cycle again
- Don't wait until you are struggling again
- But if you do start to struggle, break the cycle early

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Helping Employees

- How do we continue to support the employee?
- Should we remain in a “coaching” mode?
What should that look like?
- How can we reintegrate the employee into the expected quantity and quality of work without compromising the well-being of other employees on the team?
- How can we ensure that they have “healthy” work habits in place to move forward?

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Back to Full Performance

- You're capable again and back to your high performance
- Opportunities appear
- You start saying “yes”
- The cycle begins again unless you STOP it!



Ideas to Break the Cycle:

- Remember Stage 5 (full burnout)
- Check your warning signs list (Stage 6)
- Break the cycle NOW!

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TRAIN YOUR TEAM REGARDING THE STAGES OF BURNOUT

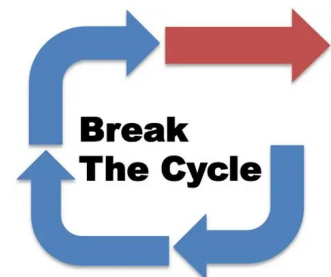
- Teach them about the impact of burnout on them personally and on the team
- Emphasize the importance of breaking the cycle early
- Show them how to recognize stages of burnout
- Show them how to best communicate with you regarding their status in the burnout cycle
- Give them support and encouragement to



BREAK THE CYCLE

Ideas for Discussion to Take Back to Your Team:

1. What are some of your personal signs that you are headed toward burnout and what do you do to break the cycle?
2. What are some of the signs you notice in your co-workers that they may be headed toward burnout?
3. What are some of the things you can do as a team in your department or with peers at your college to ensure that you are addressing burnout and keeping your team out of it?
4. How can you engage your own boss so he/she/they can better understand your or your team's limits and understand the importance of not burning out the team (or any particular individuals on the team)



THANK YOU!

For questions or comments, please contact:

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