Workload management

A guide for managers | September 2017

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Introduction

Purpose of the guide and how to use it

The Queensland Government is committed to working with employees to improve the health, safety and wellbeing of all our people – creating work environments and practices that help our people live productive working lives.

The Workload management guide (guide) has been developed under the State Government Departments' Certified Agreement 2009 to assist managers' work with employees to design work practices that promote wellbeing, work-life balance and prevent harm.

The guide can also be used to build capability and improve outcomes and performance.

We all have a shared responsibility to make the Queensland public sector (sector) a great place to work.

As business units vary in what influences their workloads there is no 'one-size fits all' approach to managing workload issues, and a locally tailored approach is needed to identify and address specific issues. This guide is just one tool that may be used to support business and operational planning activities. It does not define what is, or is not a reasonable workload.

When choosing to use this guide, you are encouraged to modify the contents to suit your agency or department and the business and project planning processes. This should be done in consultation with the Agency Consultative Committee (ACC).

Workload management guide

This guide has been updated to reflect the State Government Entities Certified Agreement 2015 (Core EB) but is otherwise consistent with the guide developed by a joint working party of government and public sector union representatives pursuant to Part 16, clause (4) of the *State Government Departments' Certified Agreement 2009*.

Part 16 of the Core EB provides:

1. The Queensland Government is committed to working with its employees and the public sector unions to address workload management issues. It is acknowledged that high workloads can in some circumstances lead to unsafe work practices, therefore entities should ensure safe work environments are not compromised, and that entity responsibilities under legislation including duty of care to all employees are complied with.
2. It is recognised by the employer that unrealistic expectations should not be placed on employees by line management to consistently perform excessive working hours whereby no opportunities arise to utilise accrued time or time off in lieu (TOIL).
3. Entities are obliged to consider the impacts on workloads when organisational change occurs, particularly those impacts arising from the introduction of new programs and from machinery of government changes. Management at the local level should undertake appropriate consultation with affected employees when implementing organisational initiatives including machinery of government changes that may have an impact on the workloads of affected employees.

4. The Queensland Government remains committed to the implementation of the workload management tool during the life of this Agreement. In utilising the workload management tool, entities are obliged to adapt the template tool to account for entity-specific circumstances to ensure easier application of the tool.

5. In addition, the parties agree that each Consultative Committee (CC) will deal with the issue of workload management. The activities of the CC in workload management should include, but not be limited to, the following:

   – To undertake research on local workload management issues.
   – To address specific workload issues referred by staff of work units, union officials and/or management.
   – To develop expedient processes for referral of workload issues to the CC.
   – Based on research, develop strategies to improve immediate and long-term workload issues.
   – To assess the implications of workloads from a workplace health and safety perspective and refer relevant matters to the workplace health and safety committee.
   – To consider the impacts on workloads when organisational change occurs, particularly those impacts arising from the introduction of new programs and from machinery of government changes and make recommendations to affected workgroups on the management of potential workload issues where appropriate.

Principles of good workload management

Effective workload management requires:

- Understanding that both managers and employees are accountable for effective workload management.
- Employees and managers to understand and accept that in each workplace there can be natural peaks and troughs in terms of workload associated with achieving service delivery requirements.
- Recognition that changes occur in workplaces on a daily basis and that managers are responsible for managing workloads.
- Understanding that workload management forms part of normal business and project planning processes.
- Workload allocation and prioritisation that supports strategic priorities and links to business, operational and workforce planning processes – in addition to individual performance management processes.
- Decisions that consider the work-life balance of employees.
- Equitable distribution of workloads and open and transparent decision making.
- Recognition that employees should not be required to undertake work that significantly and regularly exceeds ordinary working hours, unless exceptional circumstances exist (such as an urgent or unexpected high-volume of work of a short-term nature, and/or for a specified time; or where there are critical community service requirements for example, emergency management services)
- Allocation of workloads that consider the training, skill, knowledge, career, and professional development of individual employees.
- Maintenance of safe work environments, safe work practices, and adherence to workplace health and safety legislation/policy.
- Active consideration of future workforce initiatives such as flexible work arrangements, employee health, safety and wellbeing and the impacts of organisational change such as workforce renewal and voluntary redundancy.

- Compliance with industrial legislation, awards and agreements – including hours of work and remuneration provisions.
- Workload management informed by effective identification and analysis of data/information and accurate and consistent performance reporting within the context of the business function.
- Processes undertaken and information collected as part of workload management consider the privacy of, and confidentiality of issues raised by, individual employees.
- Flexibility and discretion are maintained in applying workload management to ensure local and business area needs are met.
- Issue escalation processes and dispute resolution mechanisms are in place

Processes for resolving a workload management issue

This guide may be used whenever a workload management issue is identified. Where possible, issues should be resolved locally. Where an issue is not resolved locally, you can refer to the escalation and dispute resolution section of this guide for reference.

Roles and responsibilities for resolving workload management issues are explained in Appendix 1.

The steps for dealing with an issue are:

- Identify the issue, collect data and establish benchmarks.
- Analyse the issue: review the data to determine underlying/contributing/causative factors, understand the risks including impacts and consequences.
- Develop options:
    - No further action required— communicate the outcome to employees, incorporate the issue into regular business planning activities to monitor the risk.
    - A material or significant risk or consequence is identified —develop a range of options to address the risk and consequences.
- Prioritise the options into an action plan.
- Implement the action plan.
- review and monitor the plan.

Process flow chart

The following flow chart outlines the process steps for workload management.

A workload management issue is raised by one or more employees, by management or other stakeholders, or in response to the presence of workload planning indicators. → Analyse the issue, set benchmarks and collect relevant data for further analyses. Determine underlying causes or contributing factors. → Is further action required?

Determine the levels of risk associated with each workload issue, the impact of such risk and the consequences of taking or not taking action.

Yes → Develop a list of options/actions to best resolve the workload issues and to manage the associated risks. → Implement the agreed actions allocating various tasks, roles and responsibilities while stipulating required outcomes and performance targets.

No → Communicate outcome to employees and monitor risk in regular business planning activities.

Review and report on the success in delivering the workload actions and achieving agreed outcomes to the ACC/LCC and other key stakeholders.

Identification

Managing workloads and the change that occurs in workplaces daily forms part of normal business planning. Early identification of issues is important to help work units meet their goals and to maintain a safe and healthy work environment.

Workload issues may be identified in a number of ways:

- by an employee or group of employees
- by a supervisor, line manager, senior manager, board or a client
- as part of the operational planning cycle
- in response to major organisational change
- unexpected peaks in work
- by a consultative committee
- other external factors.

In examining an issue, the privacy and confidentiality of issues raised by individual employees should be maintained.

Indicators of workload issues can be prospective ('lead indicators') or retrospective ('lag indicators').

Some examples of indicators of workload issues

Lead indicators (prospective) Lead indicators may result in either an increase or decrease in workloads and therefore have different impacts on the need for workload management actions.	Lag indicators (retrospective) Lag indicators may be used to monitor and measure data in relation to a workload issue.
• Introduction of new programs or work. • Major organisational change, including staffing changes. • New or revised business or strategic plans. • Service reprioritisation. • Changes in the external environment such as legislative changes, introduction of new professional or qualification standards. • Budgetary/economic factors. • Changes within the work unit's client base. • Developments in community expectations.	• Failure to achieve work unit goals or targets. • Increase in unplanned absences. • High levels of recreation leave accruals. • High rates of overtime. • High levels of accrued days off (ADO) and/or time off in lieu (TOIL). • Outcomes of staff opinion or health and wellbeing surveys. • Increased numbers of complaints (internal and/or external). • Above average staffing turnover.

Data collection may help to identify the extent of any workload issue and whether a problem exists. This approach will be most effective where a number of relevant indicators are available, the data can be collected over a representative period of time, and existing systems and processes support the collection of the data. Lag indicators should be measured against benchmarks for what is considered a reasonable workload in a 'business as usual' setting. Where benchmarks don't already exist, consider developing them to assist monitoring workloads and risks.

Worksheet 1 in Appendix 2 – Tools for managers, contains examples of workload indicators and measures and can be used to collect data for issue identification. Work teams may identify other relevant indicators and measures that can also be used to assist in identifying workload management issues in their workplace.

Analysis and risk assessment

Timely analysis is important. A reasonable timeframe will depend on the complexity of the issue and the workplace context.

Analysis of the workload issue (worksheet 2 in Appendix 2) should consider the range of factors involved, the associated risks and possible impacts on the work unit and employees, including work unit outcomes and health and safety. The risk evaluation matrix (worksheet 3 in Appendix 2) provides a framework for assessing risk and analysing issues. Alternative risk assessment tools may already be in use within an agency.

Considerations at this step should include:

- What factors, underlying causes, problems or trends are contributing to the workload issue?
- Are these factors temporary or ongoing?
- To what extent are these factors within the control of management, of employees and/or of the work unit generally?
- What is the impact of each contributing factor?
- Is there any kind of causal or correlative relationship between the indicators identified in step one and what are the assumptions underpinning that?
- What is the relative experience, capability and capacity of individuals within the work unit?
- Is there relevant historical and/or empirical data available that could help put a particular indicator in context? (For example, historical data that shows client demand for particular services typically increases in June but decreases again in August).

Consequences of a workload issue can be multi-dimensional – community, health and safety, industrial, economic/financial and political. The relevant supervisor or manager is generally responsible for analysis of the issue and for maintaining open communication with affected employees within the boundaries of confidentiality obligations. Support or advice may be sought where relevant, from sources such as your agency's human resources, industrial relations or health and safety staff or those with expertise in survey analysis or change management.

Develop options

In some cases, the issue may be resolved at a local level, may be incorporated within business as usual monitoring or may prove not to be a problem.

If action is required, develop a list of options and actions to best resolve the workload issues and to manage the associated risks. Worksheet 4 in Appendix 2 may assist.

Options should sit within the context of existing business and/or operational planning. The list of options will need to be prioritized into short, medium and long term, and incorporated into some form of action plan/work plan of which the ACC or local consultative committee (LCC) will be advised.

The agency has discretion as to how the options are developed, who is involved in the process, the approval and formal advice mechanisms employed within the agency, how the ACC or LCC is engaged as part of the process and the final list of options and priorities.

Relevant considerations when developing options include:

- What is the scope of the option i.e. is it a local level application or beyond to potentially an across agency scope?
- Given the scope of the option, what levels of and mechanisms for approval of the option are required?
- What is the potential impact on the existing workload within the work area, both at point of action and in an ongoing manner?
- Is reprioritisation of services or work performed by the business unit a viable option?
- What level of resource investment or service rationalisation is required e.g. human or financial resources?

- Is there the current capability or capacity to implement the option, and if not how might this capability/capacity be achieved?
- Are the options realistic, achievable, practical, or viable?
- Has there been an appropriate level of consultation amongst affected staff?
- What level of involvement and/or impact does the option/s have on other stakeholders?
- What impact does it have on clients or the community?
- Referencing back to the risk assessment process step, what is the degree of urgency and importance around each of the potential options?
- Do the potential options meet legislative, policy, financial and/or cultural requirements relating to the work area and agency?
- Are external sources of expertise or advice required to develop the options?
- Have local, national and international level best practice examples, where available, been referred to (ensuring that these are contextualised within the organisation's culture, environment, capability and capacity)?

Action

Once an action plan is developed and approved, the options will need to be implemented in a planned, coordinated, effective and efficient manner that links to existing business operational planning. The agency has discretion as to how the actions are implemented, measured, and evaluated. Any existing agency approved ACC/LCC processes should be adhered to.

Worksheet 5 in Appendix 2 incorporates factors that should be included and may assist at this stage.

Existing agency planning tools may be used, with the following elements included:

- A set of tasks or procedures to implement the approved actions.
- An allocation of these tasks or procedures.
- Some agreed timeframes to implement these actions.
- Development of strategies for the reprioritisation of services and resources where relevant.
- An allocation of resources for example, financial, human, equipment, accommodation.
- An identification of the key stakeholders.
- A set of performance measures.
- Identified consultation and communication processes, both internal and external.
- An approved evaluation mechanism.

The action plan should also incorporate:

- Good change management practices and related communication strategies.
- Business-as-usual needs.
- Minimisation of impact on clients and any other key stakeholders.
- Adherence to legislative, directives, policy and probity requirements for example, recruitment and selection directive, procurement policy, workplace health and safety legislation.
- Changes to update business and operational planning documents.
- Adjustments to individual performance plans.

Reviewing and reporting

Status reports on the progress and resolution of workload management issues should occur within an agreed timeframe. Workload management activities and actions need to be reviewed to ensure a safe and healthy work environment and continued achievement of desired business outcomes (worksheet 6 in Appendix 2).

The ACC/LCC should have been informed of the approved action plan and provide input to how the process for review and reporting is conducted, including appropriate timeframes for review and reporting. These agreed timeframes will depend upon the scope of the workload management issue and the details of the action plan. This consultation is consistent with the roles and responsibilities identified in this guide and is separate from the agency's approval processes for implementing action plans.

Worksheet 7 in Appendix 2 provides a template report form which may be used.

Factors to consider in the review and reporting process:

- Effective record keeping and documentation of actions and decisions is vital.
- Performance targets/measures/benchmarks need to be incorporated into the review and understood by all parties.
- Accurate and relevant data (both quantitative and qualitative) needs to be used.
- Options for who will undertake the review – depending on the agency and work unit circumstances, it could be the ACC/LCC, a small working group within the respective work area, another manager or an external third party, or the supervisor or unit manager.
- Apply objectivity and impartiality.
- Progress reporting may occur at different levels i.e. ACC/LCC, formalised departmental reporting lines and/or work unit levels.

Acknowledging the ACC/LCC's role, the agency has the discretion to determine how the review and reporting process is to occur, the timeframes or junctures for review and reporting, who performs the review, what constitutes the report i.e. the content and extent of the information/data, and at which levels within the agency the report is provided.

Escalation and dispute resolution

If a workload management issue cannot be resolved at a local level, and/or by using the process steps in this guide, it may be escalated using the formal process outlined below. A group of employees or individual employee must ensure they have genuinely and constructively attempted to address or resolve the issue, prior to escalation, and can provide evidence of doing so.

Agency consultative frameworks and dispute resolution procedures should be adhered to for the escalation of workload management issues.

If a workload management issue is escalated by a group of employees or an individual employee it may be addressed/resolved in the following manner:

- On an informal basis with the local level supervisor/manager as a preferred first option; or
- If a concern remains (i.e. where a group of employees or an individual employee remains dissatisfied or a line manager recommends formalising the issue) the Unresolved workload issue identification form (Appendix 3) or equivalent within an agency should be completed and submitted to the relevant consultative committee.

To effectively address or resolve the escalated issue the ACC/LCC may recommend that:

- Action may be taken at a local work level between manager/supervisor and employee/s as a preferred first option.
- other relevant actions are taken to progress the issue.

It is recommended that the escalated workload management issue remain on the ACC/LCC agenda until it is resolved, and that this should dovetail into the established review/reporting process within the agency.

Any escalated workload management issue should also be dealt with in a timely and efficient manner. Throughout this process the group of employees/employee must be kept appraised of developments and progress being made.

Within the workload management issue escalation process an agency has discretion over how the process is to be conducted through the operation of the ACC/LCC.

Note: The escalation process is not an employee complaints procedure or mechanism. Individual employees retain the right to make an employee complaint where the requirements of an agency's employee complaints management policy are met.

Employees	Managers/Supervisors	Workplace Health and Safety (WH&S) Managers	Human Resource Managers and other HR/IR practitioners
Assist managers/supervisors, and contribute to reviewing, planning for, implementing, addressing issues and reporting on workload management within their work team, unit or business function. Also have an obligation to apply safe work practices to maintain safe work environments.	Work with employees to review, plan for, implement, address issues and report on workload management in an open, consultative, fair and reasonable manner. Also have an obligation to ensure safe work practices are undertaken and adhered to, and safe work environments are maintained.	Responsible for providing advice and support to managers, employees and ACCs, relating to the WH&S implications of workload issues and processes.	Responsible within agencies for providing advice and support to managers, employees and ACCs, relating to workload management.

Working with consultative committees, Together Queensland union and central agencies to promote health, safety and wellbeing in the workplace.

Queensland Treasury (QT)	Local Consultative Committees (LCC)	Central Consultative Forum (CCF)
Responsible for managing industrial relations (IR) and associated enterprise bargaining (EB) processes across government. QT consults, provides advice and information, and monitors the performance of public sector organisations re: workload management.	Established in some larger agencies to carry out consultative committee responsibilities for a defined local work area. LCCs report their activities to the whole-of-department ACC. Where an LCC exists, workload management issues are to be first raised with it, rather than with the ACC.	Oversees the implementation of the relevant clauses of the *State Government Entities Certified Agreement 2015*, specifically in this case, Part 16 of the Agreement relating to workload management.

Public Sector Commission (PSC)	Agency Consultative Committee (ACC)	Together Queensland
The Commission will work in conjunction with QT to advise, support and promote strategies and actions that enhance the public sector's human resource management, capability and performance, while maintaining safe and productive work environments.	Each Committee will deal with their agency's workload management issues, including: addressing specific workload issues referred by employees, union officials and/or management, developing strategies for longer term workload issues, researching local workload management issues, assessing the WH&S implications of workloads and referring relevant matters to WH&S committees, and considering the impacts of other workforce management programs or processes e.g. organisational change, workforce renewal or voluntary redundancy programs.	Responsible for working with government to address and resolve workload management issues in the "core" government departments as required under the *State Government Entities Certified Agreement 2015* through the implementation of a workload management tool, and generally to assist workers by avoiding unsafe work practices and helping to ensure safe work environments are maintained.

Appendix 2 – Tools for managers - worksheets

Worksheet 1: Identification of workload issues

Workload indicator	Measure
Number of hours overtime – paid and TOIL	Average hours of paid overtime per employee per week for a representative period of time.
Number of accrued/flex hours forfeited	Average hours of excess banked time forfeited per employee per month for a representative period of time.
Number of hours or days sick leave taken	Average number of hours or days sick leave per employee per quarter.
Number of hours of excess recreation leave	Number of staff who have accrued excess recreation leave (for example, beyond eight weeks)
Issues arising from work schedules/roster arrangements	Number of shifts that have had fewer staff on roster than required.
Number of employees reported as experiencing workplace stress, excessive workloads or work distress issues	Number of workers' compensation claims for psychological injury Number of referrals to Employee Assistance Service providers.
Number and nature of employee complaints lodged	Number of employee complaints lodged over a period of time. Number of mediations conducted over a period of time.
Number and nature of workplace health and safety incidents.	Number or extent of injury-free periods. Number of days lost time due to injury over a period of time.
Number of separated employees/levels of staff turnover	Percentage or number of employees who have separated from the business unit / service area over the last six months.
Increasing frequency in the number of casual/temp employees	Number of actual hours worked per employee per week for a representative period of time.
Number of vacant positions	Number of vacant positions to be filled over a period of time.
Backlog of work	Percentage of project milestones that have been met or failed to be met over a period of time
Changed work volume, practices and complexity	Percentage decrease or increase in work volume over a period of time
Number and nature of reported customer issues or complaints (includes issues related to quality and timeliness of service delivery)	Percentage or number of clients who have provided written or verbal compliments or complaints about the timeliness of service delivery over a period of time.
Other:	Other:

Worksheet 2: Analysis of workload issues

Key issues (What are the contributing factors?)	Extent of impact (If temporary, how long, or ongoing?)	Other factors (for example, within management or employee control, historical work trend, relative experience of work unit members, relationship with indicators?)
Implementation of a new policy initiative during the period		
Excessive work demands have reportedly inhibited the taking of accrued time		
Organisational change has commenced as a result of a review of departmental or branch functions		
Implementation of a new system during this period		
Significant illness (e.g. flu season) during the period and backfill not possible		
Higher than average client service demands during the period		
Role requirements have changed during this period due to organisational change		
Role requirements have changed during this period due to organisational change		
Career opportunities for the specific occupational group have increased within the public and private sectors		
Advertised positions have failed to attract suitable applicant pools		
New federal or state policy has direct link to increasing workload		

Worksheet 3: Risk assessment of workload issues

ID	Key issues (including any identified 'triggers')	Impact on workload (Identify consequences)	Assessment of likelihood	Assessment of seriousness	Grade (combined likelihood and seriousness)	Change to grade since last assessment	Date of review	Mitigation actions (preventative or contingency)	Responsibility for mitigation action(s)	Cost	Timeline for mitigation action(s)	Task breakdown structure

Example: Risk assessment matrix

ID	Key issues (including any identified 'triggers')	Impact on workload (Identify consequences)	Assessment of likelihood	Assessment of seriousness	Grade (combined likelihood and seriousness)	Change to Grade since last assessment	Date of review	Mitigation actions (preventative or contingency)	Responsibility for mitigation action(s)	Cost	Timeline for mitigation action(s)	Task breakdown structure
	Backlog in processing applications for housing assistance due to significant increase in applications over past 4 months.	Application process to be reviewed. Minor Org restructure required to focus resources. Some overtime required for 3 months. Taking accrued time and rec leave will be limited for 3 months.	H	M	B		1 Sept 2011	Complete project plan including full workload analysis. Review service prioritisation and task allocation on a fortnightly basis.	Director Team Manager	Nil Nil	20 June 2011 Ongoing	Complete draft plan by 1 June. Feedback from team by 12 June. N/A

Rating for likelihood and seriousness for each risk

L	Rated as low	E	Rated as extreme (used for seriousness only)
M	Rated as medium	NA	Not assessed
H	Rated as high		

Grade: Combined effect of likelihood/seriousness

	Seriousness			
		low	medium	high	extreme
Likelihood	low	N	D	C	A
	medium	D	C	B	A
	high	C	B	A	A

Recommended actions for grades of risk

Grade	Risk mitigation actions
	Mitigation actions, to reduce the likelihood and seriousness, to be identified and implemented as soon as possible.
B	Mitigation actions, to reduce the likelihood and seriousness, to be identified and appropriate actions implemented within identified timeframe.
C	Mitigation actions, to reduce the likelihood and seriousness, to be identified and costed for possible action if funds permit.
D	To be noted - no action is needed unless grading increases over time.
N	To be noted - no action is needed unless grading increases over time.

Change to grade since last assessment

NEW	New risk	↓	Grading decreased
—	No change to grade	↑	Grading increased

Worksheet 4: Options for resolving workload issues

Example solutions

- Review task allocation within the team.
- Review work processes.
- Conduct skills analysis and relevant training.
- Review complexity and size of caseloads.
- Reprioritisation of services.
- Monitor number of new clients and review workloads as required.
- Identify if former staff are interested in working part-time or as a mentor to less skilled staff.
- Consider spreading out staff start and finish times to cover peak periods.
- Consider flexible work arrangements, for example, compressed working hours.
- Arrange for casual staff to be on call to provide additional resources for example, when permanent staff are sick.
- Review processes to identify efficiencies.
- Cross train staff in the critical skills that have the most impact on producing outcomes.
- Engage human resources unit to determine strategies to make the area more attractive to potential employees, for example, job redesign, offer flexible work arrangements, etc.
- consult with employees to determine impacts of new systems, organisational change, new policies, etc. on work demands prior to implementation.

Key issues	Solution

Worksheet 5: Recommended actions for resolving workload issues

Short term/Immediate actions

Action	Who	When
Identify: • tasks or procedures and allocation • stakeholders • strategies for the reprioritisation of services where relevant • allocation of resources • performance measures • consultation and communication processes, change management • approved evaluation mechanism • maintenance of business as usual • impact on clients • governance requirements to be met.		

Medium to long-term actions

Action	Who	When
Identify: • tasks or procedures and allocation • stakeholders • strategies for the reprioritisation of services where relevant • allocation of resources • performance measures • consultation and communication processes, change management • approved evaluation mechanism • maintenance of business as usual • impact on clients • governance requirements to be met.		

Worksheet 6: Review

Key issues	Agreed action	Review period	Action officer

Worksheet 7: Reporting

Key issues	Agreed action	Achieved Yes / no	Reported to ACC
			Date: / /
			Date: / /
			Date: / /
			Date: / /
			Date: / /
			Date: / /
			Date: / /

Appendix 3 Unresolved workload issue identification form

Unresolved workload issue identification form – for employees

An employee, or a group of employees, who are experiencing workload issues, AND have not been able to resolve the issues at the local level should complete this form and forward it to their supervisor or to the relevant Consultative Committee. The manager can also forward the form to the relevant Consultative Committee.

All workload issues identified will be considered and feedback provided.

Employee's or employees' name(s):

Work unit/department:

What is the workload issue and its impact on you or your team?
(i.e. loss of TOIL, increased sick leave, increased client complaints etc.)

Please attach any supporting data.
(This section must be completed)

What are the timeframes during which workload has been a concern?

_____ / _____ / _____   to   _____ / _____ / _____

Have you raised this workload issue before with your line manager/supervisor?

☐ Yes   ☐ No

If yes, what actions were previously taken by you and your line manager/supervisor to rectify, resolve or address the issue?   How successful were they?

Action taken	Outcome

Do you have any additional suggestions to resolve the workload issue?

Indicate below what you understand to be the cause/s and contributing factors of the workload issue:
(Please tick all that apply)

☐ Positions not filled
☐ Capability of staff
☐ Increased volume of work
☐ Equipment not available
☐ Involved in training of new staff
☐ Change of duties, procedure or policy
☐ Correct procedures not followed
☐ Non availability of casual staff
☐ Other (please specify):

Employee/s signature:

Date:

Supervisor's signature (optional)

Date:

I acknowledge that reasonable attempts have been made to address this workload management issue at a local level.

More information

Queensland
Government