

Managing Job Demands Policy

Roadmap reference: Smarter Work Design

Objective

This policy articulates **(Insert organisation name)** commitment to supporting and promoting the return-to-work process.

Purpose

The purpose of this policy is for all staff of **(Insert organisation name)** to be able to identify, eliminate reduce or manage excessive and unnecessary demands in the workplace. This is to ensure job demands are tolerable for staff doing the work and minimise stressors which may impact their mental or physical health. There are several demands a workplace should ensure are tolerable, including time demands, physical demands, cognitive demands, emotional demands, organisational change demands and lack of organisational justice demands.

Job demands may involve sustained low tasks or jobs which provide little interest, are repetitive or below the capabilities of the employee. Other job demands may be too high and become problematic when the level of demand exceeds the individual's ability to meet those demands. Any extra effort required to meet those demands for extended periods of time without an opportunity to recover, can lead to depleted energy levels and burnout.

(Insert organisation name) recognises that every employee has a different tolerance for the demands of their work, however the design of work can be optimised for employee's individual skills and ability to ensure demands are not exceeded. **(Insert organisation name)** and staff believe they have a shared responsibility to create and maintain a mentally healthy work environment and are committed to ensuring good work design practices to reduce excessive demands on employees.

Goals

The leadership and management team of **(Insert organisation name)** will:

- Prioritise and encourage good work design practices that reduce excessive demands on employees and promote a mentally healthy workplace.
- Ensure there are control measures in place which focus on the job design, work environment and working conditions.
- Provide support and training for managers to ensure safe allocation and monitoring of workloads.
- Encourage the design of work to optimise the demands for each employee by tailoring work to the individual's skills, knowledge and abilities.

- Demonstrate the importance of recognising when job demands become intolerable for staff and actively address this in a timely way.
- Increase employee knowledge and awareness of good design work practices, along with clear guidance on workplace expectations.
- Lead by example and incorporate realistic and appropriate demands on their own work to demonstrate tolerable workloads and a healthy work / life balance.

Scope

This policy applies to all staff of **(Insert organisation name)**

Responsibility

All leaders and managers are encouraged to:

- Ensure every employee has good work design practices established in their roles and review these regularly to promote a mentally healthy and safe working environment.
- Understand, support and adhere to the standards and expectations of good work design practices including knowledge of high demand tasks / jobs and low demand tasks / jobs.
- Have a clear understanding and knowledge of control measures to help mitigate psychosocial hazards resulting from job demands which are too high or too low. Various control measures may address time pressures, long or irregular working hours and mentally, physically, or emotionally demanding work.
- Consult with staff regularly about the design and scope of their work to consider their skills and abilities when expanding the range of tasks or responsibilities.
- Lead by example in taking care of their own mental health and actively using this policy to demonstrate how good work design practices are implemented and used effectively.
- Encourage staff to speak up early if they feel their job demands are excessive and seek assistance to help manage and prioritise their work and ensure effective provision of resources are available to complete their tasks.
- Ensure any intolerable job demands are listened to and addressed for staff who are experiencing inadequate or unrealistic demands in their work.

All employees have a responsibility to:

- Take reasonable care of their own mental health and wellbeing and contribute to good work design practices.
- Take reasonable care to ensure their workload demands are tolerable and notify management if these become too excessive or are not appropriate to their skills and expertise.
- Be active participants in the design of their work by communicating any identified risk factors and hazards which increase work-related stress and voice ideas on potential improvements to address these.
- Encourage the promotion of good work design practices for oneself and others through a commitment to working reasonable hours, managing mental, physical and emotional demands which are reasonably practicable.

Communication

(Insert organisation name) will ensure that:

- All staff are made aware of this policy at the commencement of work
- This policy is easily accessible by all members of the organisation
- Employees are informed when a particular activity aligns with this policy
- All leaders and managers actively contribute to and provide feedback to this policy

Monitoring and review

(Insert organisation name) will review this policy in _____ months after implementation and annually thereafter.

The effectiveness of the policy will be assessed through:

- Review the policy by management and committee to determine if objectives have been met and identify barriers and enablers to ongoing policy implementation.

Date

Manager

Title {e.g. CEO, General Manager}

Signature

Date

Date of next review

**Insert link to HHTS ambassador structure / program