



MANAGING A HEAVY WORKLOAD

WHAT CAN I CONTROL

Here are questions used to determine the extent to which employees have autonomy or control over how their work is organised (Van Veldhoven & Meijman, 1994):

- Can you choose the methods to use in carrying out your work?
- Do you plan your own work?
- Do you set your own pace?
- Can you vary how you do your work?
- On your job, do you have the freedom to take a break whenever you want to?
- Do you decide the order in which you do things?
- Do you decide when to finish a piece of work?
- Do you have full authority as to how much time you spend on a particular piece of work?
- Can you decide how to go about getting your job done?
- Does your job allow you to organise your work by yourself?
- Do you have the full authority to determine the content of your work?

WORKING SMARTER

What Can Be done to Reduce Overwork While Meeting Business Goals?

Individuals	<ul style="list-style-type: none">• Regularly analyse the tasks that you perform and distinguish between the vital and the disposable• Make adjustments that will ease work pressure without significant sacrifice of quality• Take vacations; take sick time if needed• Assess the best fit between your work and personal life• Set firm boundaries between work and non-work time• Take care of your health – exercise, eat healthy, sleep• Minimise interruptions and distractions• Expect recognition and rewards from co-workers and managers• Insist that you are treated with respect and fairness
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Managers	<ul style="list-style-type: none"> • Rethink workflow and division of labour. Is there a better way to achieve results without overtaxing your resources? • Consider cross-training as both a developmental and coverage strategy • Provide learning and retraining opportunities • Use good technology • Give employees some choice over their work and control over their schedule • Assess the fit between job requirements and employee needs • Ask employees for input about management decisions • Support and encourage breaks and use of leave allocations • Focus on performance outcomes, not face time • Thank people and recognise them publicly
Teams	<ul style="list-style-type: none"> • Ask employees about their workload • Determine expectations about how accessible members need to be (evenings, weekends, holidays) • Reduce low value work • Set realistic work plans • Develop boundaries around interruptions • Create solutions that meet employee, team and business needs • Establish flexible ways to get work done with a focus on outcomes
Organisations	<ul style="list-style-type: none"> • Reward leaders that effectively manage human resources and their own time toward the achievement of goals • Dis-incent unproductive management behavior that encourages overwork • Embrace a performance-based culture • Create a culture of flexibility • Articulate clear organisational values • Establish effective ways to resolve conflict

(From Katcher, 2003, as cited in Bates, 2003; Galinsky et al., 2005; Maslach & Murphy, 2005, as cited in Halpern & Murphy, 2005)