



Is Your Workplace Facing Uncontrolled Pressures?

If any of the following warning signs exist within your workplace it's time to take action:

- Not enough time/resources assigned to an activity
- Excessive budgetary constraints
- Leaders are less strict about adherence to procedures when work falls behind schedule
- Frequent project overruns
- Slow and gradual degradation in safety margins
- Rewards and incentives are based on production outcomes

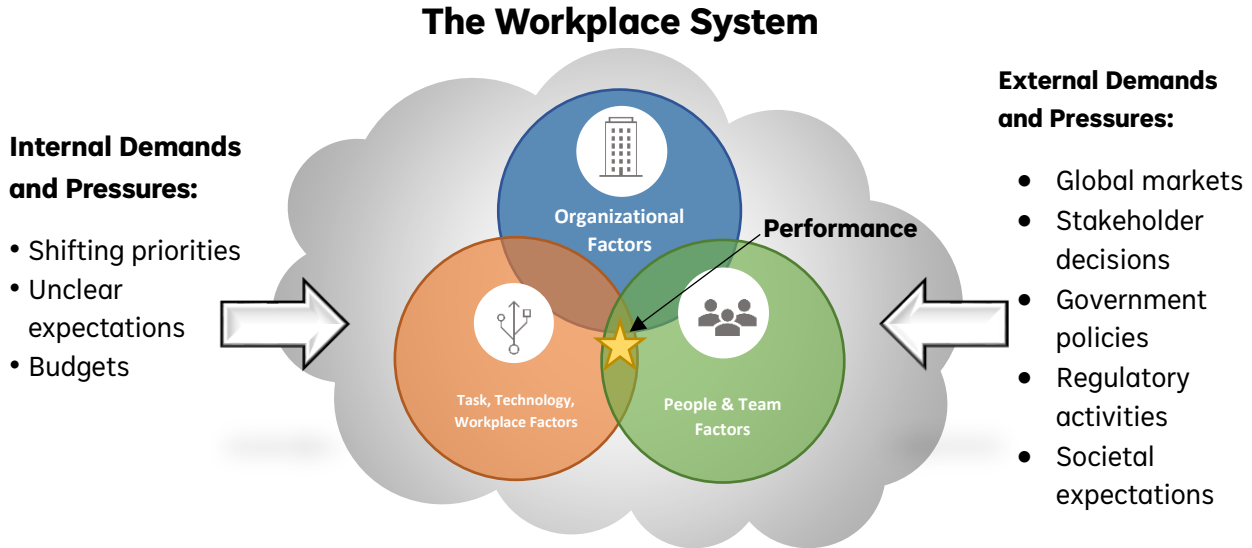
For more information on systems thinking and performance influencing factors see [Canadian Standard Association. \(2022\). Human and organizational factors for optimal pipeline performance \(CSA Express Document No. 16:22\).](#)

For more learning resources on Human and Organizational Factors and Safety Culture visit the [CER's Safety Culture Learning Portal](#)

DEMANDS & PRESSURES

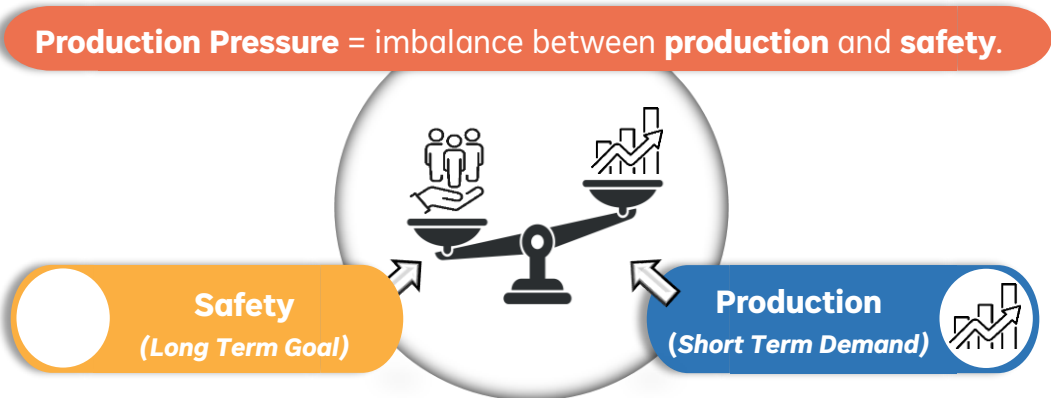
in Workplace Systems

Workplace systems are dynamic settings that are constantly exposed to internal and external demands and resulting pressures. The image below illustrates some examples of demands and pressures that can influence a workplace system:



Demands are constantly changing within a workplace system; individuals and teams should aim to continuously adapt and adjust to new emerging demands, particularly when resources and constraints remain static.

A workplace system is at risk when short term demands take away attention and dilute focus on long term goals and objectives. For example, **production pressure** arises when leadership overly values production by emphasizing the meeting of work demands, schedule, or budget, rather than focusing on working safely.



To identify demands and pressures in a workplace system, consider observing and analyzing the **types**, **origins**, and **frequency** of demands that are straining the workplace system and how the system adapts and adjusts over time. To aid in detection of production pressure within your organization examples can be found in the leftmost column of this page.

Reflective Questions:

- (1) In your workplace:
 - (a) What types of internal demands and resulting pressures have you experienced?
 - (b) What types of demands and resulting pressures have you experienced from external sources?
 - (c) How did these demands and pressures impact your work?
 - (d) What were some actions taken to address these demands and pressures?