

INJURY MANAGEMENT ADVISOR



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| DATE REPORT PREPARED: | 28.08.2023 |
| DEPARTMENT: | People & Culture |
| PREPARED BY: | Maryanne Shaw - Injury Management Advisor Skip Fulton - Team Leader Health & Safety Emma Harry - Manager People & Culture Ben Southam – PACE Health Management |
| WORK SCHEDULE: | Days Per week: 8am-5:30pm Hours/Day: 8 hours Breaks: Breaks flexible |
| LOCATION/S ANALYSIS UNDERTAKEN: | Kingston City Council - Cheltenham Office |

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|---|---|
| Organisation specified objectives of this analysis | Functional Task Analysis |
| Task Modifications Available - Physical | Assistance from colleagues Ramps, Lifts, Trolleys (load reduction) Lighter duties Reduced work rate Increased breaks |
| Task Modifications Available – Cognitive | Ability to work independently Ability to work in teams Remote support |
| Task Modifications Available Environmental | Ability to rotate work within facility |
| Most prevalent workplace injuries: | RSI (tennis elbow) Lower back injuries Shoulder injuries Neck injuries Headaches Eye irritation Depression Anxiety |
| Most prevalent workplace injury incidents/tasks: | Prolonged sitting Prolonged screen time Artificial light Prolonged standing Case management of injuries and unwell employees Exposure to extreme physical & mental health cases |
| Description and primary purpose of role: | Assisting injured staff and their leaders, to seek appropriate medical treatment and identifying suitable or alternative duties to prepare for return to work Providing advice on assisting staff with non-work-related injuries Guiding staff and their leaders on the workers compensation process Managing the reimbursement of injured workers medical treatment expenses and personal leave Reviewing pre-employment and ongoing physical health assessments and health declarations |



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Building a healthy workplace culture

| ENVIRONMENTAL FACTORS | Description |
|---|--|
| Temperature | Indoor - Temperature controlled. Outdoors (weather parameters for stopping work 98/2%). Combination indoors and outside (split 98%/2%). |
| Noise (e.g could not hear a person talking from 1 metre away/unable to concentrate on task) | NA |
| Vibration | NA |
| Personal Protective Equipment | NA |
| Machinery/Tools | Laptops |
| Uneven Terrain | NA |
| Wet/Slippery | Spill in Kitchen |
| Insufficient lighting/Glare | NA |

PACE Ratings:

Slow Pace Medium Fast Pace Self Paced Externally Paced

Manual Handling Physical Demand Rating Classification Guide:

| Physical Demand Rating | Tick | Weight/Force Exerted to push or pull items. | Weight Lifted or carried |
|------------------------|------|---|--|
| Sedentary | ✓ | Exerting less than 4.5 kg of force occasionally, negligible force to push objects needed to push or pull objects. | >4.5 kg occasionally, 1-3 kilograms frequently to lift or carry objects. |
| Light | | Exerting up to 9 kilograms occasionally and 4.5 kilograms frequently or negligible amounts of force constantly to push or pull objects. | Exerting 4.5-9 kg occasionally, 3-4.5kilograms frequently to lift or carry objects. |
| Medium | | Exerting up to 9-23 kilograms occasionally and or 4.5-11 kilograms frequently or 4.5kg force constantly to push or pull objects. | >9-15 kg occasionally, 4.5 -11kg frequently to lift or carry objects. |
| Heavy | | Exerting up to 23-45 kilograms occasionally and or 11-23 kilograms frequently or 4.5kg force constantly to push or pull objects. | >15-20 kg occasionally, 11-16kg frequently to lift or carry objects. |
| Very Heavy | | Exerting up to >45 kilograms occasionally and or >23 kilograms frequently or 9kg force constantly to push or pull objects. | 20kg+ occasionally, 16+ kg frequently to lift or carry objects |

Cardiovascular Physical Demand Rating Classification Guide:

| Physical Demand Rating | Tick | Cardiovascular Demand |
|------------------------|------|---|
| Sedentary | ✓ | A role predominantly involving sitting with occasional standing and walking. Low level force and slow movements required occasionally. Heart Rate <40% maximal Heart Rate or 4/10 effort |
| Light | | A role involving frequent standing or walking with occasional bouts of sitting. Physical tasks in this role are light in nature, completed at a slow pace and could be sustained throughout the working day without noticeable increase in breathing rate or levels of exertion. Heart Rate 40-55% maximal Heart Rate or 4-5.5/10 effort |
| Medium | | A role involving frequent to constant walking and standing with occasional bouts of sitting. Some physical tasks in the role are light to moderate in nature, completed at a moderate pace and could not be sustained for periods of greater than 20 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate but is still able to say a sentence before requiring to take a breath. Heart Rate 55-70% maximal Heart Rate or 5.5-7/10 effort |
| Heavy | | A role involving frequent to constant walking and standing with rare bouts of sitting. Most physical tasks in the role are moderate to heavy in nature, completed at a moderate to fast pace and could not be sustained for periods of greater than 10 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate and will require to take a breath every few words. Heart Rate 70-90% maximal Heart Rate or 7-9/10 effort |
| Very Heavy | | A role involving frequent to constant walking and standing with rare bouts of sitting. Most physical tasks in the role are heavy in nature, completed at a fast pace and could not be sustained for periods of greater than 5 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate and will be puffing and panting. The heavy work may be interspersed with short periods of rest. Heart Rate >70% maximal Heart Rate or 9+/10 effort |

HEALTH MONITORING CONSIDERATIONS

| CRITERIA | YES / NO |
|--|----------|
| Exposure to hazardous noise | NO |
| Exposure to manual handling as part of normal activities | NO |
| Exposure to hazardous chemicals | NO |
| Exposure to hazardous manual handling | NO |
| Exposure to hazardous manual waste | NO |

PHYSICAL DEMAND MATRIX

POSITION ASSESSED: Injury Management Advisor

KEY: **R:** Rarely **O:** Occasionally 1-33% or <2.5hrs/shift **F:** Frequently 33-66% or >2.5-5 hrs/shift **C:** Constant 67-100% or >5-8 hours of shift **OH:** Occasional High Frequency (Posture/Movement repeated/held for 3 + minutes at a time)

SUSTAINED POSTURES AND MOBILITY REQUIREMENTS

| Posture Required | R | O | F | C | OH | Typical Maximal Holding Time | Typical Holding Time |
|-----------------------------|---|---|---|---|----|------------------------------|----------------------|
| Standing | | x | | | | 3 hours | 30min -2 hours |
| Sitting | | | | x | | 8 hours | 60-120min |
| Walking | | x | | | | 30 minutes | 1-5 minutes |
| Unilateral Kneel (one knee) | | X | | | | 30 seconds | 5-10seconds |
| Bilateral Kneel (two knees) | | x | | | | 30 seconds | 5-10seconds |
| Reaching Overhead | | x | | | | 2 minutes | 1-2 minutes |
| Reaching forward | | x | | | | 2 minutes | 1-2 minutes |
| Reaching Shoulder height | | x | | | | 2 minutes | 1-2 minutes |
| Computer based work | | | | x | | 8 hours | 60-120min |
| Stooping or bending | | x | | | | 30 seconds | 5-10seconds |
| Twisting | | x | | | | 5 minutes | 10-30 seconds |
| Turning | | x | | | | 5 minutes | 10-30 seconds |
| Looking up/Down | | | | x | | 8 hours | 60-120min |
| Writing/Typing/ | | | | x | | 8 hours | 60-120min |
| Scanning | | x | | | | 5 minutes | 10-30 seconds |
| Squatting | | x | | | | 5 minutes | 10-30 seconds |
| Push & Pull | | x | | | | 5 minutes | 5 minutes |
| Squatting | | x | | | | 30 seconds | 1-10 seconds |
| Push & Pull | | x | | | | 5min | 10-30sec |

| Force Exerted | Description |
|---------------|---|
| Sedentary | Exerting less than 4.5 kg of force occasionally, negligible force to push objects needed to push or pull objects. |
| Light | Exerting up to 9 kilograms occasionally and 4.5 kilograms frequently or negligible amounts of force constantly to push or pull objects. |
| Medium | Exerting up to 9-23 kilograms occasionally and or 4.5-11 kilograms frequently or 4.5kg force constantly to push or pull objects. |
| Heavy | Exerting up to 23-45 kilograms occasionally and or 11-23 kilograms frequently or 4.5kg force constantly to push or pull objects. |
| Very Heavy | Exerting up to >45 kilograms occasionally and or >23 kilograms frequently or 9kg force constantly to push or pull objects. |

MANUAL HANDLING DEMANDS

| Physical Demands | Metrics (Tasks) | R | O | F | C | OH | Typical Distance (m) | Maximal Weight / Load (kg) | Typical Load (kg) | Typical Reps/hr | Typical Time Sus. (min) |
|--------------------------------|--|---|---|---|---|----|----------------------|----------------------------|-------------------|-----------------|-------------------------|
| Lift floor to waist: | Laptop Stationary delivery | | x | | | | | 5kg | 1-3kg | | |
| Lift below the knee to waist: | Laptop Stationary delivery | | x | | | | | 5kg | 1-3kg | | |
| Lift waist to shoulder: | Stationary Box | x | | | | | | 5kg | 1-3kg | | |
| Lift waist to overhead: | Stationary Box | | x | | | | | 5kg | 1-3kg | | |
| Carry bilateral (two arms): | Catering Agenda Training resources | | | | | | | 5kg | 1-3 kg | | |
| Unilateral Carry (one arm): | Catering Agenda Training resources | | | | | | | 5kg | 1-3 kg | | |
| Push load: | Table Catering trolley | | | | | | | Light | | | |
| Pull load: | Table Catering trolley | | | | | | | Light | | | |
| Grasping | Typing Writing | | | | x | x | | Light | Light | | |
| Pinching | Typing Writing | | | | x | x | | Light | Light | | |
| Fine finger/ Hand Coordination | Typing Writing | | | | x | x | | Light | Light | | |



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PSYCHOSOCIAL MATRIX

KEY: R: Rarely (<1%) **O:** Occasionally (1-33% or <2.5hour per shift) **F:** Frequently (33-66% or >2.5-5 hours per shift)

C: Constant (67-100% or >5-8 hours per shift) **OH:** Occasionally high frequency (repeated for 3+ minutes at a time)

| | Attribute | Explanation | Frequency Experienced during typical day | General examples Please provide 2-3 examples to provide context |
|----------|----------------------------------|--|--|--|
| PERSONAL | Decision making/reasoning | <p>Making good and timely decisions that keep the department moving forward</p> <ul style="list-style-type: none"> - Makes sound decisions, even in the absence of complete information - Relies on a mixture of analysis, experience, and judgement when making decisions - Considers relevant factors and uses appropriate decision-making criteria and principles - Recognises when and reasonable solution will suffice in a timely matter | Constant | <ul style="list-style-type: none"> • Interpret requirements of legislation and standards to inform reasoning and decision-making • Make sound and balanced judgements on information collected within a sensitive environment where confidentiality is critical and knowledge and understanding of the Victorian workers compensation scheme must be applied • In matters that are sensitive, high risk or business critical, the role consults with the supervisor to agree on a suitable course of action • Research and analyse information, identify interrelationships, and make recommendations based on relevant evidence |
| | Rule following | <p>Follows policies and procedures in place to ensure business operations are consistent</p> | Constant | <ul style="list-style-type: none"> • Providing first point of call resolution for business requests • Maintaining knowledge and understanding of all the current legislative developments pertaining to Workers Compensation, and Injury Management matters. • Interpret and apply organisational standards to ensure fair and equitable outcomes • Manages injury management and return to work records in line with legislation and departmental policy and procedures. |
| | Literacy skills | <p>An ability to understand written information, to evaluate arguments about this information and formulate necessary written or verbal response.</p> | Constant | <ul style="list-style-type: none"> • Providing first point of call resolution for business requests • Maintaining knowledge and understanding of all the current legislative developments pertaining to Workers Compensation, and Injury Management matters. • Interpret and apply organisational standards to ensure fair and equitable outcomes • Manages injury management and return to work records in line with legislation and departmental policy and procedures. |
| | Numeracy skills | <p>The ability to understand numerical information as well as the ability to make logical conclusions</p> | Constant | <ul style="list-style-type: none"> • Calculating and reviewing hours or work and rates of pay in accordance with the Enterprise Agreements • Ensuring accuracy of employee conditions, remuneration, workers compensation entitlements and safety data • Processing of purchase orders and invoicing • Analyse and interpret statistical information |
| | Technical literacy | <p>Anticipating and adopting innovations in department-building digital and technology applications</p> <ul style="list-style-type: none"> - Anticipates the impact of emerging technologies and makes adjustments - Readily learns and adopts new technologies | Constant | <ul style="list-style-type: none"> • Apply computer applications that enable performance of more complex tasks • Apply practical skills in the use of relevant technology • Make effective use of records, information and knowledge management functions and systems • Understand and comply with information and communications security and acceptable use policies • Support the implementation of systems improvement initiatives and the introduction and roll-out of new technologies |

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| <p>Coping with pressure and setbacks</p> | <p>Works productively in a high-pressure environment</p> <ul style="list-style-type: none"> - Responds reasonably to difficulty situations - Balances the demands of work life and personal life - Handles criticism well and learns from it | <p>Frequent</p> | <ul style="list-style-type: none"> • Responds reasonably to difficult situations (challenging stakeholders) • Managing competing demands by the various stakeholders and ensuring that high risk matters are assessed as a priority and in a timely manner to deliver a professional, consistent, and reliable approach to customer service • Works through to understand WorkCover Agent (legislative) decisions you may disagree with |
| <p>Manages complexity</p> | <p>Making sense of complex, varied quantity, and sometimes contradictory information to effectively solve problems</p> <ul style="list-style-type: none"> - Asks questions to accurately analyse situations - Acquires data from multiple and diverse sources when solving problems - Uncovers root causes to problems - Evaluates pros and cons, risks, and benefits of different solution | <p>Constant</p> | <ul style="list-style-type: none"> • Works through to understand legislative decisions you may disagree with • End-to-end management of projects, issues, and organisational change. • Assessing and immediately responding to normal and abnormal situations • Managing competing demands by the various stakeholders and ensuring that high risk matters are assessed as a priority and in a timely manner to deliver a professional, consistent and reliable approach to customer service. |
| <p>Manages Ambiguity</p> | <p>Operating effectively, even when things are not certain or the way forward is not clear</p> <ul style="list-style-type: none"> - Deals comfortably with the uncertainty of change - Effectively handles risk - Can decide and act without the total picture - Is calm and productive, even when things are up in the air - Deals constructively with problems that do not have clear solutions or outcomes | <p>Constant</p> | <ul style="list-style-type: none"> • Recognising, accepting, and adapting to the ever-changing needs and services • Constructively resolves with unclear customer, staff, and management requests in a timely manner • Proactively seeks clarity and understanding from all levels of the business |
| <p>Ability to work in isolation</p> | <p>Comfortable working in isolation for prolonged periods of time without the company of others</p> <ul style="list-style-type: none"> - Persists in accomplishing objectives despite obstacles and setbacks - Self-led to achieve results | <p>Occasionally</p> | <ul style="list-style-type: none"> • Required to stay self-motivated and work without direct supervision • Ability to manage own workload and activities whilst working flexibly (in office or remotely) • Ability to work flexibly • Autonomously researches and identifies activities and tasks |
| <p>Emotional Stability</p> | <p>Stay composed and forward thinking when faced with challenging situations</p> | <p>Occasionally</p> | <ul style="list-style-type: none"> • Acts as the point of escalation to resolve internal and external issues (in-person, via phone, via email) • Required to process highly sensitive and potentially triggering information • Engaging and negotiating with stakeholders in challenging circumstances to influence an outcome • Make decisions within set parameters in the best interests of the organisation. • Demonstrating neutrality and balance in complex situations • Support individuals experiencing challenging personal and work circumstances • Managing and resolving confronting negative and sensitive workplace issues. |
| <p>Concentration</p> | <p>Has the ability to maintain a broad, receptive attention to a variety of demands.</p> | <p>Constant</p> | <ul style="list-style-type: none"> • Active listening/engaging with staff and leaders • Analyse data and information • Applying legislation, policies, and procedures • Detailed preparation of information and advice to staff and leaders • Multi-tasking and re-prioritising in an ever-changing work environment • Manage workload based on interruptions and priorities • Managing various communication platforms and in-person interactions |

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| PERSONAL | Persistence | <p>The ability to accept obstacles, discouragement, distraction, or stressful situations</p> <ul style="list-style-type: none"> - Stay committed when faced with adversity - Persevere in pursuit of short and/or long-term goals | Frequently | <ul style="list-style-type: none"> • The ability to work through unforeseen obstacles, discouragement, distraction, or stressful situations • Engaging with unpredictable individuals, groups or information. • Engaging individuals and groups with different circumstances and personalities |
| | Nimble learning | <p>Actively learning through experimentation and when tackling new problems by using both successes and failures.</p> <ul style="list-style-type: none"> - Learns when facing new situations - Experiments to find new solutions - Takes on the challenge of unfamiliar tasks - Extracts lessons learnt from failures and mistakes | Constant | <ul style="list-style-type: none"> • Ability to learn from past experiences, failures, and mistakes, and adopt new strategies • Research and analyse information, identify interrelationships, and make recommendations based on relevant evidence • Engaging with industry bodies or forums to increase knowledge and improve ways of working • Facilitate train the trainer and mentoring programs |
| | Ability to follow and complete instructions given | <p>Appropriately follows instructions from others without unnecessarily challenging authority</p> <ul style="list-style-type: none"> - Follows procedures and policies - Keeps to schedule - Arrives punctually for work and meetings - Complies with legal obligations and safety requirements of the role | Constant | <ul style="list-style-type: none"> • Complies with legal obligations and safety requirements of the role • Follows reasonable directions set by the organisation • Follows procedures and policies • Seeks clarity on and interprets unclear instructions |
| | Short term focus and/or attention to detail | <p>The ability to document key pieces of information that are frequently relied upon to perform workplace tasks</p> <ul style="list-style-type: none"> - The ability to transfer information from one source to another and apply it - The ability to focus on a priority task with distractions present - Able to quickly decipher the importance of number of tasks and prioritise accordingly | Constant | <ul style="list-style-type: none"> • Prepare reports and correspondence related to RTW management status and performance • Develop and implementing timely return to work arrangements and plans in consultation with stakeholders • Ensure confidential information is collated, handled and stored such that this information is maintained to the highest levels of integrity throughout the rehabilitation process and drives positive outcomes, which is satisfactory to all parties. |
| SOCIAL | Autonomy | <p>The ability to follow your own approach and while making informed, uncoerced decisions and remain motivated when working autonomously</p> | Constant | <ul style="list-style-type: none"> • Ability to be self-reliant to interact with multiple sources of information, whilst actively listening to and engaging with stakeholders to determine best advice • Manage own workload and make key decision relevant to that portfolio • Manage time and prioritise issues given that a range of issues can be encountered simultaneously, and work demands can flow from a number of sources as well as manage caseloads remotely. |
| | Ability to work with colleagues/team | <p>Building partnerships and working collaboratively with others to meet shared objectives</p> <ul style="list-style-type: none"> - Works cooperatively with others across the organisation to achieve shared objectives - Represents own views while being respectful to others - Partners with others to get work done - Credits others for their contributions and accomplishments - Gains trust and support of others | Constant | <ul style="list-style-type: none"> • Build and sustain sound relationships with team leaders/managers to increase their knowledge, capacity and support for working within injury management framework and manage relationships regarding the delivery of injury management services and relevant claims staff from the appointed Claims Manager. • Ability to liaise, influence and work flexibly with Team Members, Supervisors and Managers, on a daily basis • Respectfully interact effectively with colleagues is face-to-face, phone, email, messaging • Respectfully interact with individuals from minority identities and cultures (eg: different ages, cultures, abilities, CALD, First Nations and LBGTIQA+, people with accessible needs and older adults) • Facilitate training and workshops • Ability to negotiate with suppliers and service providers |

SOCIAL

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| <p>Ability to work with consumers</p> | <p>Anticipating and balancing the needs of multiple customers/ stakeholders/clients</p> <ul style="list-style-type: none"> - Understands internal and external customers/stakeholders/ client requirements, expectations, and needs - Considers the interests of multiple customers/stakeholders/ clients - Considers cultural and ethical factors relevant to the situation - Acts reasonably despite conflicting demands of customers/ stakeholders/clients | <p>Constant</p> | <ul style="list-style-type: none"> • This role does not interact with members of the public. This is an internal facing role only. |
| <p>Productivity Demands</p> | <p>Understanding the effective and efficient processes to get things done, with a focus on continuous improvement</p> <ul style="list-style-type: none"> - Identifies and follows the processes necessary to get work done - Organises and prioritises activities into efficient workflow - Seeks ways to improve processes | <p>Constant</p> | <ul style="list-style-type: none"> • Take responsibility for delivering on intended outcomes • Make sure team/ staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within legislative and procedural deadlines |
| <p>Resilience/ Ability to manage stress</p> | <p>Rebounding from setbacks and adversity when facing difficult situations</p> <ul style="list-style-type: none"> - Manages pressure - Handles and manages issues effectively - Remain productive despite adversity - Learns from workplace challenges | <p>Constant</p> | <ul style="list-style-type: none"> • Directly coach and support staff in complex situations • Be flexible, show initiative and respond quickly when situations change • Listen when ideas are challenged, seek to understand the nature of the criticism, and respond constructively • Keep control of own emotions and stay calm under pressure and in challenging situations |
| <p>Ability to manage conflict</p> | <p>Handling conflict situations effectively</p> <ul style="list-style-type: none"> - Works with all parties to reach an agreement and settles disputes equitably - Integrates diverse views and finds common ground and/or acceptable alternatives | <p>Occasionally</p> | <ul style="list-style-type: none"> • Ability to manage and action safety incidents and injuries that arise • Supporting vulnerable staff and leaders • Coach, train and facilitate the resolution of escalated and complex concerns / safety incidents and injuries • Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively • Set aside personal interests to mediate and achieve balanced and appropriate outcomes |
| <p>Situational Adaptability</p> | <p>Adapting approach and demeanour in real time to match demands of different situations</p> <ul style="list-style-type: none"> - Readily adapts personal and interpersonal behaviours - Understands that different situations may call for different approaches - Can act differently depending on the circumstances | <p>Constant</p> | <ul style="list-style-type: none"> • Readily adjust personal behaviour to difference audiences, situations, and stakeholders • Maintaining constant awareness of organisational priorities • Ability to embrace additional and changing tasks and expectations at short notice • Adopting a creative mindset to pivot and explore difficult avenues to solve problems |