







# Is Your Workplace Facing Resource Constraints?

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

-  Shortage of qualified personnel to execute the work
-  Equipment maintenance is continuously postponed or solved with temporary, "band-aid" solutions
-  Time to complete safety sensitive upgrades and repairs is limited due to competing demands
-  Specialized software or technology to improve how work is executed is inaccessible

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

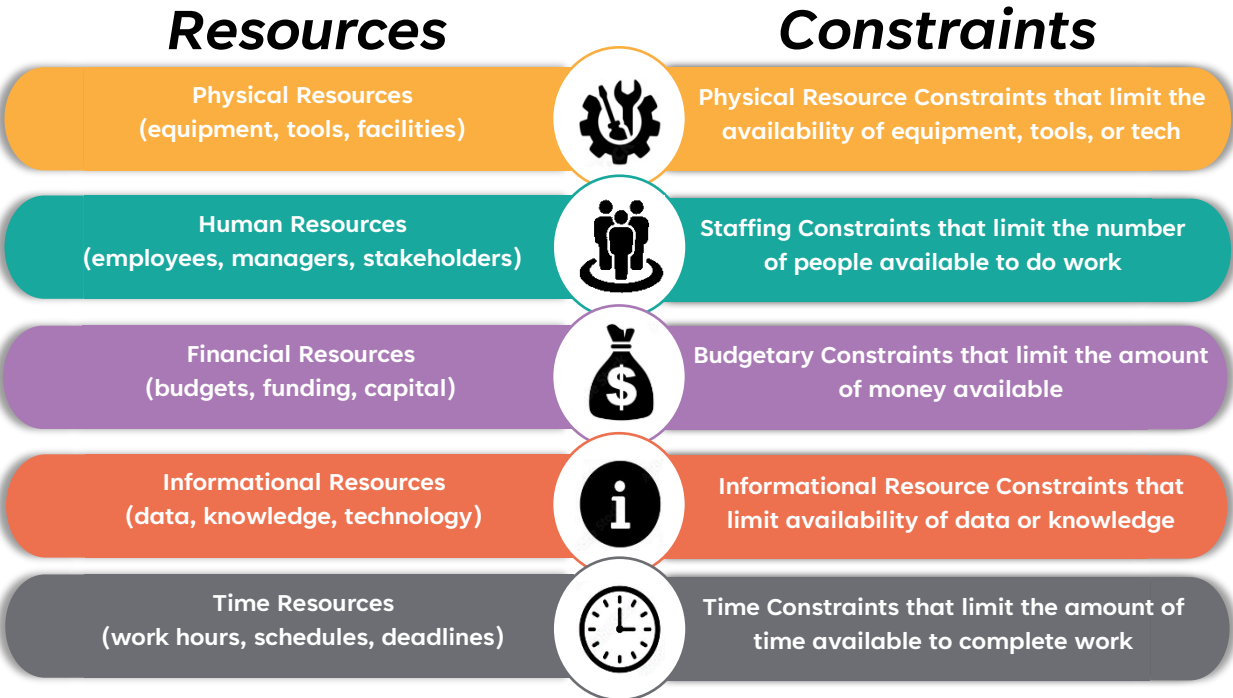
For more learning resources on Human and Organizational Factors and Safety Culture visit the [CER's Safety Culture Learning Portal](#)

# RESOURCES & CONSTRAINTS

in Workplace Systems

The availability of resources has a profound impact on the workplace system and resulting performance (e.g., meeting goals and objectives). Not enough resources (i.e., resource constraints) can have a significant negative impact on performance outcomes, particularly for companies in high-risk industries.

Below are examples of resource types and possible constraints within the workplace system:



Defining resource needs, monitoring, evaluating, and taking action to address resource constraints when they arise are critical functions within a company's management system.

To adequately consider availability and quality of resources, companies should ensure the below steps are implemented and effective within their management system:

- (1) Identify the resources and constraints available
- (2) Prioritize resources based on importance and value
- (3) Allocate resources (in a way that ensures they are being used efficiently and effectively)
- (4) Monitor resource usage to ensure effective and efficient resource use
- (5) Manage constraints (identify ways to mitigate or eliminate)
- (6) Plan for contingencies (unexpected events or changes in circumstances that may impact availability or use of resources)
- (7) Continuously evaluate and adjust

**Reflective Question:**

Which of the 7 steps to consider availability and quality of resources does your workplace most struggle with? What are some possible steps for improvement?