

DOB ENTERPRISES PTY LTD

DOB Fatigue Management Policy  
IMS-518-00-POL

## Revision History

Date	Rev	Modified By	Changes Made, Review History	Reviewed by	Approved by
19.02.18	0	Sunette Opperman	Creation	S Rupert	S Rupert



DOB ENTERPRISES PTY LTD  
ABN 20112 866001

Level 1 49 Horton Street  
Port Macquarie NSW 2444  
Ph: 1 300 854 622  
Fax: 02 6583 8468

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**Purpose:**

The purpose of this policy is to identify and reduce risks in relation to fatigue and to provide adequate resourcing to prevent fatalities, injury or illness caused by fatigue.

**Policy:**

Fatigue has a negative effect on the work/life balance of people and can lead to loss of health, serious harm and fatalities. DOB Enterprises Pty Ltd t/a MBC Recruitment, Macquarie Labour Hire, MBC Nursing and Watchout Training and Traffic Control acknowledges that hours of work have an effect on the individual at work and home.

DOB is committed to protecting the health, safety and welfare of our workers. We believe that fatigue can cause the potential for fatalities or serious injuries to workers (including contractors and workers of contractors), visitors or members of the public and as such, are committed to the effective management of fatigue risks.

Fatigue can be defined as feeling tired, drained or exhausted. Fatigue influences an individual's physical and mental and emotional state. When feeling fatigued, alertness is reduced, which can lead to poor judgments, slower reactions to events and decreased motor skills. Fatigue can also lead to long term health problems in some individuals.

**DOB will:**

- Develop and implement a documented Fatigue Management Plan (FMP) in the following situations:
  - Overnight work;
  - Potential for extended shift work;
  - Drive in – Drive out work;
  - On call workers;
  - Worker shifts that could exceed 48 hours in a consecutive 5-day period (including unplanned, on-call or emergency work);
  - Workers do not have a minimum of 2 days in a row without working in any 7-day period;
  - Where fatigue has been identified as a potential health and safety risk;
- FMP will be developed in consultation with relevant persons and include the following;
  - Allocation of responsible persons;
  - Allocation of resources (including financial and personnel) to implement FMP;
  - Identification of risk factors for fatigue. Including;
- Mental/physical demands of work;
- Work schedules and planning;
- Environmental factors;
- Commute times;
- Work/home life balance/constraints;
- Existing health conditions that may contribute to fatigue;
  - Assessment of risk;
  - Development and implementation of suitable controls;
  - Training for all relevant persons with importance in the use of controls;
  - Review of exposure standards and PPE requirements for extended work times;
  - Review and audit of controls;
- Adequacy of the FMP will be reviewed every 6 months, or if an incident or near miss occurs in relation to fatigue. The FMP will then be monitored and reviewed accordingly.



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## Fatigue Management Plan

### Responsibilities:

DOB is responsible to:

- Ensure the health and safety of workers and visitors to the workplace with regard to fatigue;
- Have a Fatigue Management Plan (FMP) in place;
- Consult with workers and any other persons who may be exposed to fatigue related risks;
- Identify and assess hazards arising from worker fatigue;
- Eliminate or control fatigue related risks;
- Provide information and instruction on managing fatigue risks; and
- Provide supervision of work practices to reduce worker fatigue.

### Supervisors:

- Support management in identifying fatigue risk factors within their area of responsibility;
- Implement controls to manage risks;
- Look for and monitor fatigue levels of workers;
- Monitor risk of injury as result of workers' levels of fatigue.

### Workers, and others, are responsible to:

- Comply with DOB policies and procedures relating to fatigue;
- Consult with relevant managers and supervisors in relation to fatigue management;
- Understand sleep, rest and recovery needs and obtain adequate rest and sleep prior to presenting at work;
- Assess their own fitness for work before commencing work;
- Report any hazards and risks relating to fatigue;
- Participate in fatigue risk management activities;
- Ensure that their behaviour does not create or increase fatigue risks;
- Monitor level of alertness and concentration while at work;
- Assess fatigue levels after work and make suitable decisions regarding travel and accommodation options (e.g. avoiding driving if fatigued).

### Risk Assessment:

Managers/supervisors can conduct a risk assessment to identify and manage the risks associated with fatigue. This involves the following steps:

**STEP 1 – Hazard identification** - Identify the factors which may cause fatigue in the workplace.

**STEP 2 – Risk assessment** - Assess the risks of harm.

**STEP 3 – Control risks** - Control the risks by implementing effective risk control measures.

**STEP 5 – Monitor and review control measures** - Review risk control measures to ensure they are working as planned.

When undertaking the risk assessment, ensure workers are consulted at each of step of the process.

This identifies fatigue risk factors and determines the most effective control measures to implement.

A risk assessment involves:

- Input from workers via consultation;
- Review of incidents to determine if fatigue has been a contributing risk factor;
- Use of relevant resources and information (e.g. industry guides, Codes of Practice, guides produced by regulatory bodies); and
- Documenting the risk assessment.



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The following table provides a summary of common causes of fatigue in the workplace:

General concerns	Possible work-related causes	Possible non-work-related causes
Inadequate amounts of sleep (less than 8 hours)	<ul style="list-style-type: none"> <li>Poor roster design</li> <li>Excess shifts</li> </ul>	<ul style="list-style-type: none"> <li>Family responsibilities or living arrangements</li> <li>Social obligations</li> <li>Commute times</li> </ul>
Sustained mental or physical effort	<ul style="list-style-type: none"> <li>Not enough rest breaks</li> <li>Work scheduling</li> <li>Staffing issues</li> </ul>	<ul style="list-style-type: none"> <li>Afterwork activities e.g. studying</li> <li>Second job</li> </ul>
Disruption to internal biological clock	<ul style="list-style-type: none"> <li>Extended hours of work</li> <li>Call-out requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Inappropriate use of alcohol/drugs</li> <li>Family responsibilities e.g. new baby</li> </ul>
Mental and physical health issues	<ul style="list-style-type: none"> <li>Work environment e.g. noise, vibration, heat</li> <li>Stress from conflict or work pressures</li> </ul>	<ul style="list-style-type: none"> <li>Physiological e.g. age,</li> <li>Non-work-related stress e.g. depression or anxiety</li> </ul>

Work practice indications of fatigue include:

- Increased errors and loss of concentration at work;
- Inconsistent work efficiency or method;
- This is especially dangerous when operating plant or machinery, or involved with High Risk Work;
- Increased incident rates;
- Increased injury rates; and
- Increased absence rates.

Use the Fatigue Risk Assessment form to identified hazards and risks relating to fatigue in the workplace.

### **Fatigue Management:**

Work schedules will be prepared with regard to the following:

- Hazards, risks and controls, as determined by a risk assessment;
- Previous work hours/required break-away times;
- Times required to perform tasks safely;
- Legislative requirements for maximum work hours;
- Sufficient rest breaks, including personal activities such as washing, eating meals and travelling to/from work;
- Shift work (especially rotating shifts);
- Reduce night shift work where possible; and
- Limiting the amount of allowable over-time, shift swapping and on-call duties as required to reduce fatigue.

DOB implements control measures as required to reduce risks of fatigue in the workplace:

- Provide training to allow multi-skilling and opportunities for job rotation;
- Use alarms, buddy system or monitoring for isolated/remote workers;
- Eliminating or reducing and controlling identified fatigue risk factors whenever possible;
- Rotating workers and/or limiting the amount of time per shift the individual workers spend on physically and/or mentally sustained and demanding jobs;



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- Monitoring the work environment and designing adequate controls for environmental and workplace conditions, (E.g. avoiding work in extreme weather conditions, or starting/finishing early during hot weather);
- Ensuring an adequate amount of time, number of workers and resources are allocated to jobs;
- Ensuring there is a system available for supervisors to re-schedule jobs/tasks if fatigue becomes a problem;
- Maintaining adequate consultation and communication with workers in regard to fatigue;
- Allowing for essential family commitments and unexpected additional carer duties for workers;
- Providing information and education to workers regarding non-work related fatigue risk factors; and
- Encouraging workers to report non-work related fatigue risk factors to their supervisor/employer.

**Shift scheduling design:**

Shift work is generally required when work requires extended operating hours or work over a 24-hr period

Higher risk work shifts have been identified as the following:

- Night shifts;
- Shifts that start/finish very early or very late;
- Unpredictable shifts (i.e. Short notice);
- Long shifts;
- Broken shifts;
- Consecutive shifts without days' off;
- Shift design will take into account individual differences and preferences as far as possible and utilise forward rotation (morning/afternoon/night).

Control measures for fatigue risks which can be built into the work scheduling will include:

- Designing work shifts and rosters to allow enough recovery time between shifts. (*Consider travelling to and from work and sleeping*);
- Shift roster will be set ahead of time (if possible) to allow workers to plan activities away from work i.e. unpredictable shifts
- Where possible, a minimum of a 10-hour break should be provided between shifts;
- Where practicable high-risk work will not be conducted between 2am and 6am;
- Structuring shifts so that work demands are highest towards the middle of the shift and decrease towards the end;
- Ensuring shift incorporates sufficient breaks to rest, eat and drink;
- Split shifts are only to be used if no alternative is available;
- Keeping sequential night shifts to a minimum;
- Restrict the number of successive night shifts (no more than three to four if possible);
- Avoidance of long working hours (more than 50 hours per week).



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## GUIDELINES FOR SHIFT DESIGN

(Source: Safe Work Australia guide for Managing the Risk of Fatigue at Work November 2013)

- Plan an appropriate and varied workload;
- Offer a choice of permanent roster or rotating shifts;
- Limit shifts to 12 h including overtime, or to 8 h if they are night shifts and/or the work is demanding, monotonous, dangerous and/or safety critical.

### Night shifts

- Restrict number of successive night shifts (no more than 3 to 4 if possible);
- Allow for at least 2 full night's sleep after the last night shift;
- Avoid keeping workers on permanent night shifts;
- Arrange shifts so day sleep is not restricted;
- Where possible, provide at least 24 hours' notice before night work.

### Early starts

- Avoid early morning starts and move early shift starts before 6am forward (e.g. 7am not 6am start);
- Limit the number of successive early starts (4 maximum if possible);
- Shifts involving an early start should be shorter in length to counter the impact of fatigue later in the shift.

### Shift length

- If 12-hour shifts worked then no overtime worked in addition;
- Avoid long working hours (more than 50 hours per week);
- If 8/10 hour shifts, then no more than 4/2 hours extra overtime to be worked;
- Limit consecutive work days to a maximum of 5 - 7 days.

### Rest periods

- Allow minimum of 12 hours between shifts and avoid 'quick return' of 8 hours if possible. (Rest period between shifts should permit enough time for commuting, meals and sleep);
- Build regular free weekends into the shift schedule, advisably at least every 3 weeks.

### Rotation

- Use a rapid rotation of shifts (a select number of days) or a slow rotation of shifts (a select number of weeks).
- A shift design should take into account individual differences and preferences as far as possible;
- Use forward rotation (morning/afternoon/night).

### Other considerations

- Arrange start/finish times of the shift to be convenient for public transport, social and domestic activities. Account for travelling time of workforce;



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(Source: Safe Work Australia guide for Managing the Risk of Fatigue at Work November 2013)

- Allow individual choice where possible to accommodate family commitments and offer alternatives where workers have difficulty adjusting to shift times;
- Keep the timing of shifts predictable

### Call outs:

For workers that are required to attend call-outs the following considerations will apply:

- For any callouts that prevent sufficient rest prior to the next shift (e.g. 10 hours), Contact with *the DOB WHS Manager or Director* must be made to discuss options for a later start time for their next shift or another method to prevent lack of sufficient rest.

### Facility/Environmental Conditions:

Control measures to minimise the risk of fatigue associated with environment conditions will include:

- Provision of cool areas (if possible) where workers can rest and rehydrate in hot work environments;
- Provision of warm areas (if possible) where workers can rest and stay warm in cold work environments;
- Ensuring closed in areas are well ventilated;
- Provision of adequate facilities for rest and meal breaks;
- Consideration of exposure times to extremes of temperature (both hot and cold) when developing work rosters;
- Personal Protective Equipment (PPE) for hot and cold conditions e.g. cool vests, hats, warm clothing;
- Facilities well lit, safe and secure.

### Driving and travel:

Driver fatigue can be defined as feeling tired, drained or exhausted. Fatigue influences an individual's physical and mental and emotional state. When feeling fatigued, alertness is reduced, which can lead to poor judgments, slower reactions to events and decreased motor skills.

Workers driving vehicles should:

- Avoid driving when tired;
- Where travel distance will exceed *200km or continues for more than 2 hrs continuous driving* in any one shift, a driving plan must be put in place;
- Plan any driving or travel well in advance;
- Avoid driving after being awake for a continuous period of 17 hours;
- Avoid driving if they have not had more than five hours sleep in the previous 24 hours or 12 hours sleep in the previous 48 hours;
- Avoid driving for more than 8 hours in any one day (where this may occur approval must be sought from *DOB Director*,
- Share driving where possible;
- Take a 15-minute rest break every two hours or more frequently if feeling tired.

### Fatigue Training:

Training and education includes coverage of issues such as:

- An explanation of what fatigue is and how it affects us;
- The physical, psychological and practical signs of fatigue;



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- Possible causes and effects of fatigue;
- Risks involved with working while fatigued; and
- The FMP and risk assessments.



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