

Draft - Procedure

Fatigue Management

1. Purpose

This procedure describes the processes to identify work and non-work related fatigue, and eliminate or minimise associated risks to Department of Planning, Transport and Infrastructure (DPTI) workers.

2. Scope

This procedure applies to all DPTI workers.

This procedure does not apply to:

- Any person undertaking rail safety work on behalf of the Rail Commissioner. Refer to the [Fatigue Management – Rail Operation Procedure.](#)
- Workers operating fatigue-regulated heavy vehicles. Contact the [National Heavy Vehicle Regulator.](#)

3. Definitions

TERM	DEFINITIONS
Fit for Work	A state where a person is physically, mentally and emotionally capable of performing their assigned work in a manner which does not compromise or threaten their own or others health and safety.
Others	Others include the following: <ul style="list-style-type: none">• clients;• visitors; or• any other person who attends a DPTI workplace from time to time other than as a worker.
Safety critical tasks	Safety critical tasks are those where the consequences of a mistake or error in judgment could cause serious injury, for example driving a vehicle or operating a crane or other high, risk plant; working at heights, working with flammable or explosive substances, other types of work identified as hazardous.
Shift Work	A pattern of work rosters including day and/or night periods.
Worker	Any person who carries out work in any capacity for the department, and may include: <ul style="list-style-type: none">• employees;• trainees;• volunteers;• outworkers;• apprentices;• work experience students;• contractors or sub-contractors;• employees of a contractor or sub-contractor; or• employees of a labour hire company assigned to work for DPTI.
Workplace	Any place where a worker works and includes any place where a worker goes, or is likely to be, while at work.

4. Procedure detail

Fatigue is a state of mental and/or physical exhaustion which reduces a person's ability to perform work safely and effectively.

Fatigue reduces alertness, which may lead to errors and an increase in incidents and injuries. As a worker experiences rising fatigue levels, there are corresponding physiological, behavioural and emotional changes that may impact on the ability of a worker to safely undertake work.

Fatigue may increase the risk of incidents because of a lack of alertness and may result in a slower reaction to signals or situations and affect the ability to make good decisions, particularly when:

- operating fixed or mobile plant and driving vehicles;
- undertaking tasks that require a high level of concentration; and
- undertaking night or shift work when a person would ordinarily be sleeping.

4.1. Identifying hazards

Managers/supervisors must ensure that hazards related to fatigue are identified and controlled in consultation with affected workers and where applicable Health and Safety Representatives (HSR).

Work and non-work related factors must be considered when identifying hazards related to fatigue are detailed in Table 1. Factors associated with fatigue can be identified by:

- reviewing incident frequency and trends reported in the [Hazard and Incident Reporting Module \(HIRM\)](#);
- reviewing timesheets, leave balances and overtime payments;
- consulting with workers and encouraging self-assessment and voluntary disclosure by workers affected by fatigue; and/or
- directly observing workers behaviour.

Table 1: Examples of factors to consider when identifying hazards related to fatigue.

Factors to consider	Examples
	<ul style="list-style-type: none"> • Work schedules which limit the time workers can physically and mentally recover from work, particularly for workers who undertake: <ul style="list-style-type: none"> ○ shift work; ○ night work; ○ work extended hours; and/or ○ irregular breaks. • Job demands which: <ul style="list-style-type: none"> ○ require long hours/irregular hours; ○ are physically or mentally demanding; and/or ○ are repetitive and/or monotonous. • Environmental conditions such as exposure to: <ul style="list-style-type: none"> ○ heat; ○ cold; ○ vibration; ○ noise; and/or ○ poor lighting. • Long distance driving
Non-work related	<ul style="list-style-type: none"> • length and quality of and disruption to sleep time; • use of alcohol, prescription and non-prescription medication or illegal drugs; • stress arising from financial difficulties or personal relationships; • lifestyle/social demands; • family responsibilities/needs; • medical issues/conditions; • diet; and • secondary employment.

4.2 Risk assessment

The purpose of a risk assessment is to identify appropriate controls that can be implemented to either eliminate or minimise the risk to worker/s who may be fatigued.

Managers/supervisors must ensure that where hazards are identified, a risk assessment is completed to determine the level of risk that workers will be exposed to in accordance with the [Work Health and Safety \(WHS\) Risk Management Procedure](#).

Managers/supervisors should give consideration to the following when undertaking a risk assessment:

- where, which and how many workers are likely to be at risk of becoming fatigued;
- how often fatigue is likely to occur;
- the degree of harm which may result from fatigue;
- whether existing control measures are effective;
- what action should be taken to control the risk of fatigue; and
- how urgently action to control the risk needs to be taken.

Refer to [Fatigue Identification and Action Plan](#) for assistance in identifying and controlling fatigue in the workplace.

4.3 Risk controls

Where specific hazards have been identified, the risk/s must be controlled so far as is reasonably practicable. The most appropriate risk controls are to be determined, monitored and reviewed in accordance with the [WHS Risk Management Procedure](#). Where risks cannot be eliminated, effective risk controls must be implemented. Control measures detailed in the sections below must be considered.

4.3.1 Work schedules

Control measures to prevent or minimise the risk of fatigue associated with work scheduling can include:

- ensuring workers have adequate and regular breaks to rest, eat and rehydrate;
- scheduling safety critical work outside the low body clock periods between 2am and 6am, and between 2pm and 4pm;
- managing workload and work-pace change caused by machinery breakdowns or planned and unplanned absences;
- avoiding work arrangements which provide incentives to work excessive hours;
- managing overtime, shift swapping and on-call duties;
- considering future rosters and schedules when approving request for leave;
- having access to on-call workers for unplanned leave, emergencies or where workload increases;
- developing plans to deal with workload changes due to absenteeism;
- ensuring workers are available in high demand areas where fatigue is a risk;
- considering alternative options to face-to-face meetings, for example teleconferencing so workers are not required to spend time travelling to meetings; and
- ensuring that leave plans are developed to ensure proper rest periods are taken and in accordance with the [relevant industrial instrument](#).

4.3.2 Shift work

Control measures for shift workers must be specifically relevant to the nature of the shift work and can include:

- structuring shifts and designing work plans so work demands are highest towards the middle of the shift and decrease towards the end;
- avoiding morning shifts starting before 6am, where possible;
- avoiding split shifts or, if there is no alternative to split shifts, consider their timing including whether they are likely to disrupt sleep;

- setting shift rosters ahead of time and avoiding last-minute changes, to allow workers to plan rest and leisure time;
- allocating shift and night workers consecutive days off to allow for at least two full nights' sleep including some weekends;
- aligning shift times with the availability of public transport or if required, providing alternative transport at the end of a long shift;
- overlapping consecutive shifts to allow enough time for communication at shift handovers;
- avoiding overtime allocation after afternoon or night shifts;
- considering if night work is necessary and rearrange schedules so non-essential work is not carried out at night; and
- keeping sequential night shifts to a minimum.

4.3.3 Working extended hours

If worker/s are required to work extended hours, manager/supervisors must review controls after 12 hours of continuous work to ensure they are effective before work can continue. If a [Fatigue Identification and Action Plan](#) has been completed it should be reviewed and individual worker fatigue levels re-assessed prior to working extended hours.

4.3.4 Job demands

Control measures to prevent or minimise the risk of fatigue associated with job demands can include:

- ensuring fit-for-purpose plant, machinery and equipment is used at the workplace (e.g. ergonomic furniture, lifting equipment);
- redesigning the job to limit periods of excessive mental or physical demands;
- considering job rotation to limit a build-up of mental and physical fatigue;
- developing contingency plans for potential situations where workers may have to unexpectedly work longer hours, more shifts or a long sequence of shifts; and
- planning for expected changes in work flow including anticipated peaks and troughs throughout the year.
- avoiding combinations of working and driving hours that combined would create a risk to health and safety. Refer to the [Driving Procedure](#) for guidance.

4.3.5 Environmental conditions

Control measures to prevent or minimise the risk of fatigue associated with environmental conditions can include:

- avoiding working during periods of extreme temperature or minimise exposure time through job rotation;
- providing a cool area where workers can take a rest break and rehydrate in hot work environments;
- installing ventilation and mechanical cooling devices in hot, small and/or enclosed spaces;
- providing adequate facilities for rest and meal breaks;
- installing adjustable, low-vibration seats in machinery and vehicles and provide low vibration hand held equipment;
- providing Personal Protective Equipment (PPE) such as cool vests; and
- providing and maintaining a workplace which is well lit, safe and secure.

In the event of catastrophic fire danger rating days, workers must initiate an appropriate response in accordance with the [DPTI guideline on Catastrophic Fire Danger Rating Days](#).

4.3.6 Non-work related fatigue

It is recommended that managers/supervisors support workers to manage non-work related factors that may contribute to their fatigue refer to [Table 1](#) for examples.

Workers also have a duty to take reasonable care of their health and this includes having adequate sleep and rest outside of work.

If a worker requires assistance they are encouraged to obtain advice and/or support through the [Employee Assistance Program \(EAP\)](#).

4.3.7 Training

Managers/supervisors may in partnership with Organisation Performance and Development arrange education and awareness training for workers on the risks associated with fatigue and strategies to manage fatigue risks.

4.4 Emergency management

4.4.1 Planning for an emergency

The department is responsible for a range of emergency management functions allocated under the State emergency management arrangements or by virtue of its service provision.

Accordingly, workers may be required to respond to emergencies during the course of their duties. Where a risk assessment has identified the need to develop an emergency plan, managers/supervisors in consultation with workers should ensure that an emergency roster is developed to manage fatigue workers may be exposed to in an emergency situation.

Where an emergency plan is determined to be required, managers/supervisors must ensure that the plan is developed in consultation with affected workers and others that may be involved in managing the emergency event. The following should be considered when developing an emergency plan:

- establishing an emergency roster which considers the following:
 - numbers of workers;
 - skill sets required;
 - length of shifts workers are required per day;
 - regular rotation of workers to ensure adequate rest and recovery.
- whether workers need to be directed away from the workplace for the purposes of rest prior to participating in the emergency roster;
- whether backfilling arrangements are required for workers that form part of the emergency team;
- any transportation requirements, particularly supporting workers to return home following periods of extended work or work that is physically or mentally demanding; and
- whether facilities should be provided to allow workers to rest or sleep.

For further information on emergency management plans and arrangements in DPTI, refer to the [DPTI Emergency Management Plan](#).

4.4.2 Emergency response

At the beginning of an emergency, managers/supervisors should review their emergency plan with affected workers to ensure that the emergency plan will effectively manage the fatigue risk factors associated with the emergency. Consideration should also be given to:

- workers who will undertake the roles identified in the emergency roster; and
- whether any workers will be required to participate in the roster at a later time.

Additionally, during the emergency the manager/supervisor should:

- monitor how effective the emergency plan and roster is at managing fatigue levels;
- ensure workers participating in the emergency have sufficient food and water to sustain them during the emergency;
- instruct workers to take rest breaks during periods where safety critical work is not required;
- ensure workers are not placing themselves at increased risk of injury due to fatigue levels;
- encourage workers to speak up about their fatigue levels if they believe there is a risk to the safety of themselves or others; and
- arrange for alternative methods of transport home for workers at increased risk of injury due to fatigue levels.

In the event of an injury, illness, near-miss or hazards during an emergency response, workers must report the issue in accordance with the [WHS Incident and Injury Reporting Procedure](#).

4.5 Fatigue management arrangements

4.5.1 Prescribed fatigue management

Workers operating under fatigue regulated arrangements, must comply with the requirements specific to their operations.

- Any person undertaking rail safety work on behalf of the Rail Commissioner must refer to [Fatigue Management – Rail Operation Procedure](#).
- Workers operating fatigue-regulated heavy vehicles must contact the [National Heavy Vehicle Regulator](#).

4.5.2 Self-management of fatigue

Workers must ensure they are not affected by fatigue prior to the commencement of work. If workers believe fatigue may affect their ability to work safely they are able to self-assess using the [Fatigue Self-Assessment Checklist](#).

Manager/supervisors, in consultation with workers are able to review and modify the [Fatigue Self-Assessment Checklist](#) to reflect their business unit's requirements and operating circumstance.

The [Fatigue Self-Assessment Checklist](#) is intended to be used as a predictor of fatigue and is designed to assist workers to identify relevant signs and symptoms of fatigue and determine the most appropriate actions to take.

The management of fatigue is a shared responsibility. Workers are able to complete the [Fatigue Self-Assessment Checklist](#) on their own or in conjunction with their manager/supervisor. The checklist must be completed under the following circumstances:

- if a worker is feeling fatigued during a shift;
- if a manager/supervisor observes that an individual appears to be fatigued on the basis of the worker's conduct/behaviour; and

- prior to:
 - commencing any overtime;
 - commencing a call-out; and
 - extension of work hours;

If a fatigue level of a 'little fatigued' to 'extremely fatigued' have been identified, business units should review their [Fatigue Identification and Action Plan](#) to ensure that control strategies are implemented to manage the risk of fatigue in the workplace.

Workers must notify their manager/supervisor:

- if their work performance is likely to be affected by fatigue, or if there is any risk to themselves or others due to the effects of fatigue;
- if they reasonably suspect that a worker is behaving in a manner that suggests fatigue related impairment exists; and
- where a person will not self-manage their potential impairment, posing potential risk to workers and others health and safety in the workplace.

If a worker is requested by a manager/supervisor to complete a [Fatigue Self-Assessment Checklist](#) to assess any potential fatigue, the worker must do so, and must follow any reasonable direction determined by a manager/supervisor to appropriately manage any identified risks.

4.6 Reviewing risk controls

Existing risk controls for managing fatigue must be monitored and reviewed to ensure they remain effective. Existing risk controls must be reviewed:

- when implemented control measures are not effectively controlling the risk;
- before a change at the workplace that is likely to give rise to a new or different health and safety risk that control measures may not effectively control;
- when a new hazard or risk is identified;
- if consultation indicates that a review is necessary;
- if a health and safety representative requests a review; and/or
- if new information becomes available indicating that current controls may no longer be the most effective.

5. Record management

Any records and documentation pertaining to this procedure must be maintained in accordance with legislative and DPTI record keeping processes. Refer to the [DP009 Recordkeeping Policy](#) for information regarding records management.

6. Roles and responsibilities

ROLE	RESPONSIBILITIES
Managers/Supervisors	Must ensure: <ul style="list-style-type: none"> • utilise a risk assessment process to identify and manage any risks associated with fatigue within their area of responsibility; • consult with workers during the identification and management of risks associated with fatigue; • establish mechanisms to monitor and review controls implemented to manage fatigue within their area of responsibility; • develop a plan for their area of responsibility to manage fatigue during an emergency.; monitor fatigue levels of workers within their area of

	<p>responsibility;</p> <ul style="list-style-type: none"> ensure workers are not placing themselves at risk of injury as result of their levels of fatigue; ensure that leave plans are developed to ensure proper rest periods are taken; in the event of emergencies, monitor how effective the emergency plan and roster is at managing fatigue levels; ensure workers participating in the emergency have sufficient food and water to sustain them during the emergency; instruct workers to take rest breaks during periods where critical work is not required; ensure workers are not placing themselves at increased risk of injury due to fatigue levels; encourage workers to speak up about their fatigue levels if they believe there is a risk to the safety of themselves or others; and arrange for alternative methods of transport home for workers at increased risk of injury due to fatigue levels.
Other persons	<p>Must ensure they:</p> <ul style="list-style-type: none"> take reasonable care for their own health and safety; take reasonable care that their acts or omissions do not adversely affect the health and safety of other persons; and comply, so far as is reasonable practicable, with any reasonable instruction that is given by any DPTI worker to allow DPTI to comply with WHS legislation.
Workers	<p>Must ensure they:</p> <ul style="list-style-type: none"> participation in hazard identification and risk management processes of all tasks/activities to be undertaken; support their manager to identify fatigue risk factors and appropriate controls to manage these risks; take responsibility for the management of their own fatigue levels, ensuring they attend the workplace fit for work in a state that enables them to conduct their work in a safe manner; notify their line supervisor or manager if they believe their ability to safely undertake their duties is impaired due to fatigue; and follow any reasonable direction determined by a manager/supervisor to appropriately manage fatigue.

7. Supporting documentation

- [WHS Risk Management Procedure](#)
- [WHS Incident and Injury Reporting Procedure](#)
- [DPTI guideline on Catastrophic Fire Danger Rating Days](#)
- [Driving Procedure](#)
- [Employee Assistance Program](#)

8. References

- [Work Health and Safety Act 2012 \(SA\)](#)
- [Work Health and Safety Regulations 2012 \(SA\)](#)
- [Guide for Managing the Risk of Fatigue at Work](#) (Safe Work Australia)

9. Document Amendment Record

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