

SESLHD GUIDELINE COVER SHEET



Health
South Eastern Sydney
Local Health District

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SUMMARY	To inform managers and workers on how to identify, report and manage fatigue in the workplace.

COMPLIANCE WITH THIS DOCUMENT IS MANDATORY

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1. POLICY STATEMENT

Fatigue in the workplace has the potential to impact on a worker's psychological and physical health, and a worker's ability to perform their role. It can also impact the safety of those around them, including co-workers and patients.

2. BACKGROUND

This procedure assists with preventing and managing work related fatigue. This includes identifying areas at increased risk of fatigue, determining whether fatigue already exists in the workplace, and providing strategies to reduce the likelihood an impact of work related fatigue in the workplace.

The procedure has been written to comply with the requirements of:

- [Safe Work Australia - Fatigue](#)
- [NSW Ministry of Health Guideline GL2007_023 - Fatigue - Preventing & Managing Work Related Fatigue: Guidelines for the NSW Public Health System](#)

2.1 Definitions

Key terms referenced from the [Safe Work Australia - Codes and Guides for Managing Fatigue](#).

Refer to Appendix D for Definitions Table.

3. RESPONSIBILITIES

3.1 Workers:

Workers have a duty to take reasonable care for their own safety and health and make sure their acts or omissions don't adversely affect the health or safety of others.

There are different ways workers can make sure they're not at risk of fatigue in the workplace. To reduce the risk of being involved in a work incident caused by fatigue, you should:

- Comply with SESLHD's policies and procedures relating to fatigue
- Understand your sleep, rest and recovery needs and get adequate rest and sleep away from work
- Seek medical advice and help if you have or are concerned about a health condition that affects your sleep and/or causes fatigue
- Assess your own fitness for work before starting
- Monitor your level of alertness and concentration while you're at work
- Look out for signs of fatigue in the people you work with
- In consultation with your supervisor take steps to manage fatigue, for example take a break or shift naps (night shift), drink water, do some stretching or physical exercise, adjust the work environment (for example lighting and/or temperature)
- Talk to your supervisor if you think you're at risk of fatigue

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- Assess your fatigue levels after work and make sensible commuting and accommodation decisions (for example avoid driving if you are feeling fatigued)
- Report fatigue management issues in the IMS+ reporting system and to your manager.

3.2 Line Managers, Senior Management:

- Recognise fatigue and understand how fatigue can be managed, and how to implement control measures, including how to design suitable rosters and work schedules in consultation with workers
- Take appropriate action when a worker is displaying fatigue related impairment
- Provide sufficient level of supervision (for safety critical tasks), which may include monitoring work to ensure safe work practices are followed
- Implement and comply with relevant Health Safety and Wellbeing procedures
- Communicate to workers and confirm their awareness of arrangements for fatigue management
- Identify safety critical tasks being performed within their department
- In consultation with workers assess and develop safe work procedures that include fatigue controls
- Disseminate fatigue related information and provide education to workers on how to manage fatigue
- Review fatigue risk management controls on a regular basis
- Monitor Key Performance Indicators (KPIs) for effectiveness, and action any fatigue-related risks
- Report fatigue related risks and issues in the IMS+ reporting system and to their manager.

3.3 District Managers/ Service Managers will:

- Assist workers and their managers to implement the fatigue risk management system requirements
- Ensure managers of identified high fatigue-related risk departments have been provided information, support and resources to recognise fatigue related indicators, and to take appropriate action
- Monitor KPIs for effectiveness, and report the results and actions taken for fatigue-related risks to the Chief Executive/Executive Management.

3.4 Chief Executive will:

- Ensure systems and procedures are in place to identify, prevent and effectively manage fatigue related risks.

3.5 Other PCBUs will:

- Consult with SESLHD managers and workers regarding fatigue management planning and agree to implement controls.

Refer to [SESLHDPR/415 – Performance and Talent](#).

4. MEASUREMENTS

Key Performance Indicators (KPIs):

- Assessment of fatigue-related risks in the workplace
- Fatigue related risks recorded, managed and reviewed
- Fatigue related risks reported in the IMS+ reporting system

5. PROCEDURE

5.1 Overview

Fatigue is a state of mental or physical exhaustion that can affect a person's ability to function normally. Workplace fatigue can be caused by long periods of high physical and/or mental demands of the work being conducted without sufficient time to rest and recover. Other contributing factors could be:

- Work scheduling
- Performing safety critical tasks for extended periods of time
- Specific work demands
- Extremes in the work environment such as heat, cold or noisy workplaces
- Driving for long periods or at odd hours
- Lifestyle.

Where fatigue is identified as a risk factor in performing work, managers are required to assess and implement control measures in consultation with the workers. This may include developing a departmental plan as well as individual fatigue management plans.

5.2 Identification of fatigue

Fatigue is normally identified in one of four ways:

- Observation of the worker (not functioning normally at work)
- The worker reports signs of fatigue
- The worker has taken excessive leave
- Fatigue Assessment Checklist (Refer to Appendix A for Checklist)

Managers and workers need to be mindful of the following signs of fatigue:

- Headaches and/or dizziness
- Wandering or disconnected thoughts, daydreaming, lack of concentration
- Blurred vision or difficulty keeping eyes open
- Constant yawning, a drowsy relaxed feeling or falling asleep at work
- Moodiness, such as irritability
- Short term memory problems
- Low motivation
- Hallucinations

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- Impaired decision-making and judgment
- Slowed reflexes and responses
- Reduced immune system function
- Increased errors in performing work tasks
- Extended sleep during days off work
- Falling asleep for less than a second to a few seconds, and being unaware they have done so (otherwise known as micro-sleeps), and
- Drifting in and out of traffic lanes or missing gear changes and turn offs when driving.

5.3 Identification of Safety Critical Tasks

In consultation with workers, the manager is to identify the safety critical tasks being performed within the department. Safety critical tasks are defined by Safe Work Australia as tasks requiring a high level of concentration, alertness and/or coordination and where the consequences of a mistake or error in judgment could cause serious injury.

Where safety critical task are identified, the manager in consultation with individual workers are to conduct the Fatigue Assessment Checklist in Appendix A, to identify any fatigue related risks.

5.4 Assessment of causes of fatigue

Fatigue can occur as a result of various factors that may be work-related, lifestyle-related or a combination of both. If possible, it is important to identify potential causes of fatigue in the workplace before fatigue occurs. There are a number of factors that can contribute to fatigue that should be taken in consideration as they may indicate areas where action should be taken to reduce risks. Many of these hazards can be interrelated and in some cases cumulative.

a) Mental and physical demands of work

The work requires concentrating for extended periods of time, performing repetitious, uninteresting work and/or performing continued physical effort. These tasks can produce mental and/or physical tiredness thus increasing the risk of fatigue. Workers can be both mentally and physically fatigued at the same time.

b) Work scheduling and planning

Scheduling work in a way that fails to allow workers enough time to physically recover and socialise can cause fatigue. The time of day (or night) work is performed and the number of hours worked in a shift can impact on their work and increase the risk of fatigue. Working at times when workers are biologically programmed to sleep and working for long periods of time can contribute to fatigue.

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Working in harsh and/or uncomfortable conditions can contribute to fatigue, for example, working in extremely hot or cold work environments. (For managing noisy workplaces refer to the [SESLHDPR/394 - Work Health and Safety – Noise Management Procedure](#)).

d) Other workplace hazards

It is also important to consider whether a person is subjected to other workplace hazards, such as hazardous manual tasks, or exposure to hazardous chemicals. For other specific risk information the following procedures may assist:

[SESLHDPR/315 - Work Health and Safety – Hazardous Manual Task Risk Management Procedure](#)

[SESLHDPR/208 - Work Health and Safety – Hazardous Chemical Management Procedure](#)

e) Organisational factors

Due to the nature of our work as an essential on-demand service operating 24 hours a day, seven days a week, there may be factors outside of the organisation's control that may impact on worker fatigue.

f) Individual and lifestyle factors

Factors that cause fatigue due to sleep deprivation include:

- Travel requirements
- Family responsibilities
- Health conditions
- Secondary employment commitments.

When fatigue related risks are identified, a Health Safety and Wellbeing Risk Assessment is conducted (Refer to Section 7 – References).

5.5 Controlling the risks

Managers have an obligation under the NSW Work Health Safety Act to utilise known controls in managing risks. There are a number of known control measures outlined in Appendix B – Fatigue Risk Control Guide should be considered in consultation with the persons carrying out the work, taking into account the nature of the work and the characteristics of the service.

5.5.1 Departmental fatigue management plan

Where the fatigue identification and assessment process indicates that the fatigue risks are generic for all workers in the department due to the nature and circumstances of the work, the manager must develop a departmental fatigue management plan. Using Appendix B – Fatigue Risk Control Guide, the manager should develop in consultation with the workers appropriate strategies to minimise fatigue. These controls should address the scheduling and allocation of tasks and the work environment. Examples may be:

- Reviewing the scope to rotate the tasks
- Reviewing the scope to rotate workers through different positions within the department

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- Considering the provision of direct supervision or working in pairs
- Reviewing the lighting within the work area.

The fatigue management plan for the department can be documented through the Health Safety and Wellbeing Risk Assessment template (Refer to Section 7 – References), or incorporated into the everyday business processes or business plan of the department.

The manager is to provide general information to all workers with regard to fatigue related risks and through discussion at team meetings and making Appendix C – Fatigue Management Workers' Guide.

The level of direct supervision or pairing of workers needs to be considered based on the level of risk. For example, a higher level of supervision may be required for safety critical tasks, which may include:

- Monitoring work to ensure safe work practices are followed
- Providing adequate supervision of workers new to the job, or unfamiliar with the work environment
- Where appropriate and practicable, ensuring workers do not work alone; and
- Where working offsite cannot be avoided, ensuring a process is in place for workers to comply with the existing procedures:

[SESLHDPR/230 - Workplace Health and Safety - Risk Management for Staff Working Off Site Procedure](#)

[SESLHDPR/323 - Workplace Health and Safety - Working Alone or in Isolation Procedure](#)

5.5.2 Responding to an individual worker's experience of fatigue

Where a worker experiences fatigue (see Section 5.2), the following is to occur:

- The worker should report fatigue signs and symptoms as soon as practicable to their manager or a senior manager.
- The worker should be encouraged by other workers and/or directed by their manager to stop performing the tasks as soon as practicable.
- The manager will consult with the worker about what options are available to ensure they are fit to continue working and what short term controls will be put in place to assist with managing the fatigue (Refer to Appendix B – Fatigue Risk Control Guide).
- In some circumstances the best control strategy may be for the worker to finish their shift and take leave for the rest of their scheduled shift.
- Where a worker is finishing their shift due to fatigue the manager or senior manager may need to make special arrangements to ensure the worker returns home safely.

5.5.3 Individual fatigue management plan

Where fatigue risks are identified as specific to a particular worker or role within a department, an individual fatigue management plan may be necessary. The manager must conduct a risk assessment with the worker to identify the task and personal factors contributing to fatigue (for example, the worker is required to travel long distances as part of their role, or has health related issues) and develop agreed controls. These are to be

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documented using the Health Safety and Wellbeing Risk Assessment template (Refer to Section 7 – References) template and reviewed regularly.

The manager is to provide the worker with a copy of Appendix C – Fatigue Management Workers' Guide. The manager and worker will discuss the aspects of the information to identify any changes the worker may need to make and document these as part of their individual plan. This is also an opportunity for the manager to discuss other related policies and procedure such as:

- [NSW Ministry of Health Policy Directive PD2016_045 - Employee Assistance Programs](#)
- [NSW Ministry of Health Policy Directive PD2019_010 - Leave Matters for the NSW Health Service](#)
- [New South Wales Premier's Department - Flexible Work Practices](#)
- [SESLHDPR/435 - Flexible work practices](#)

6 MONITORING CONTROLS AND AUDITS

6.1 Monitor and reviewing control measures

At least three months after implementation, the manager in consultation with the worker/s, must review the effectiveness of the control measures in preventing and managing fatigue.

The fatigue management plan is then to be reviewed at least annually or if changes occur in the workplace, whichever occurs first. It is suggested that an individual fatigue management plan is evaluated as part of the workers annual performance review.

6.2 Audit

Compliance with this procedure will be audited through the Health Safety and Wellbeing Audit Program every two years in accordance with the established KPIs and SafeWork requirements.

7 REFERENCES

External References

- [Work Health and Safety Act 2011 No 10](#)
- [Work Health and Safety Regulation 2017](#)
- [Safe Work Australia - Fatigue](#)
- [NSW Ministry of Health Guideline GL2007_023 - Fatigue - Preventing & Managing Work Related Fatigue: Guidelines for the NSW Public Health System](#)

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Internal References

- [SESLHDPR/271 - Workplace Health and Safety – Chief Executive Statement of Commitment](#)
- [Health Safety and Wellbeing Risk Assessment](#)
- [WHS Definitions Dictionary](#)
- [F126 Health Safety and Wellbeing Record Keeping requirements](#)

8. REVISION AND APPROVAL HISTORY

Date	Revision No.	Author and Approval
Nov 2013	0	Developed by Ron Taylor, WHS Consultant in line with WHS Act, Regulations and Code of Practice.
Nov 2013	1	Re-formatted by Scarlett Acevedo, District Policy Officer.
Mar 2014	1	Finalised by Author and approved by Executive Sponsor for submission to DET.
August 2017	2	Desktop Revision and Links Update - John Parkinson, WHS Consultant
August 2018	3	Document Title Changed – Catherine Johnson, WHS Consultant
August 2021	4	Minor review by Rosanna Martinelli, Head of Health Safety and Wellbeing. Information transferred to a procedure template and numbered SESLHDPR/714. Updated contacts, links, document title changed. Approved by Executive Sponsor.

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APPENDIX A – Fatigue Assessment – Checklist 1

This checklist can be used by facilities or individual workplaces to help identify and assess the likelihood of work related fatigue becoming health and safety issue. It will also help identify potential management strategies that could be implemented to reduce the risks associated with work related fatigue.

Checklist Item	Yes or No (Y/N)	Comments / Action
Rostering and shift design		
For shift work		
Do shifts move in a forward cycle i.e. morning, evening and night?		
Are consecutive night shifts kept to a minimum, where practicable?		
Are staff given sufficient time to recover between shifts e.g. 10 hours?		
Is there staff input/involvement in developing rosters and determining hours?		
For all work places		
Is the staff establishment sufficient to keep overtime to a minimum?		
Is staff establishment sufficient to allow staff to take their breaks?		
Do staff have reasonable access to flexible work practices?		
Leave management		
For shift working		
Are processes for approving and monitoring rosters and leave linked?		
Are on-call staff available to cover unplanned absences and workload fluctuations?		
Do rosters reflect approved leave?		
Is there sufficient staff available to meet roster requirements?		
Are all leave requests required to be in writing?		
For all workplaces		
Are relief staff engaged where staff are on leave?		
Are staff working hours monitored to identify where they may lead to excessive fatigue?		
Is there a process for identifying excessive sick leave or patterns of sick leave?		

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Checklist Item	Yes or No (Y/N)	Comments / Action
Is there a process for identifying/reducing excessive annual leave balances?		
Are reasonable requests for leave approved?		
Are vacant positions filled in a timely manner?		
<i>The working environment</i>		
Are the levels of lighting, ventilation and noise appropriate?		
Is the working space appropriate for the nature of the work being undertaken?		
Are rest facilities available to staff?		
Do staff have access to food outlets/vending machines that offer nutritious options?		
Do staff have access to appropriate breaks during their working day?		
Is this monitored to ensure staff take scheduled breaks?		
<i>Staff Support</i>		
Do staff have access to an agreed mechanism for raising concerns about work related fatigue?		
Does this mechanism encourage the early identification of potential issues?		
Are staff regularly provided with information on rostering and leave policies and practices?		
Are managers provided with education on ways to prevent and manage fatigue?		
Does this education include the need for managers to be aware that staff returning from illness may have a greater potential for experiencing fatigue?		
Are grievances managed in a timely and appropriate way?		
Do staff have access to support services e.g. Employee Assistance Programs or clinical supervision?		
<i>Driving practices</i>		
Is teleconference or videoconferencing considered as an alternative to driving?		
Are staff driving hours monitored?		
Are staff encouraged to take rest breaks every two hours when they are driving?		
Do staff who drive repeatedly as part of their work have access to safe driving courses?		
Are staff travelling significant distances during their work encouraged to travel in pairs to share driving duties?		

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Checklist Item	Yes or No (Y/N)	Comments / Action
Is air travel (or fly drive) considered as an alternative to driving?		
Are staff provided with advice on the safest route to a destination?		
Are staff travelling long distances provided with overnight accommodation for late finishing meetings, where appropriate?		
Are driving activities scheduled for daylight hours, where practicable?		

The higher number of 'no' responses, may indicate a potential for work related fatigue to become a health and safety issue. Preventative actions are recommended to address and manage the contributing factors to work related fatigue.

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APPENDIX A - Fatigue Assessment - Checklist 2

1. This checklist is to be completed where Safety Critical Tasks have been identified.
2. The manager is to complete the checklist in consultation with the individual worker.
3. If the answer is yes to any shaded questions, or yes to three or more of the questions in the non-shaded areas, the manager must assess the fatigue risks and implement control measures.

Mental and physical work demands	
Is physically demanding work undertaken for long periods? (For example, tasks that are especially tiring and/or repetitive such as manual patient transfers, mopping, vacuuming, typing, process work, moving heavy bags or items)	Yes/No
Is mentally demanding work undertaken for long periods? (For example, work that requires vigilance, work that requires continuous concentration and minimal stimulation, work performed under pressure, work to tight deadlines, emergency call outs, interacting/dealing with the public)	Yes/No
Work scheduling and planning	
Does the worker perform work or travel between midnight and 6am?	Yes/No
Does the worker perform work at low body clock times (between 2 am and 6 am)?	Yes/No
Does the work scheduled prevent the worker having at least one day off per week?	Yes/No
Does the schedule make it difficult for the worker to consistently have at least two consecutive nights sleep per week?	Yes/No
Do work practices include on-call work, call-backs and/or sleepovers?	Yes/No
Does the schedule differ from the hours actually worked?	Yes/No
Does the work schedule include rotating shifts?	Yes/No
Is work performed regularly in excess of 12 hours? This would include any overtime worked.	Yes/No
Does the worker work on average more than 56 hours per week?	Yes/No
Does the worker have less than 10 hours between each shift? (for example, split shifts, quick shift changeovers)	Yes/No
Work environmental conditions	
Is work carried out in harsh or uncomfortable conditions? (for example, hot, humid, cold temperatures)	Yes/No
Does the worker perform work with plant or machinery that vibrates?	Yes/No
Is the worker exposed to hazardous chemicals?	Yes/No
Is the worker consistently exposed to loud noise?	Yes/No
Other conditions	
Does the worker have to travel more than one hour to get to their job?	Yes/No

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Are there currently any contributing external factors that may impact on the workers ability to perform their tasks? (for example, family commitments, pre-existing health conditions)	Yes/No
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APPENDIX B - Fatigue Risk Control Guide

(Reference: [Safe Work Australia – Guide for Managing the Risk of Fatigue at Work](#))

The controls listed below are provided for reference and in consideration of the specific workplace or nature of work.

Risk factor	Control measures to consider – Where reasonably practicable
<i>Mental and physical demands of work</i>	
<p>These include, for example:</p> <ul style="list-style-type: none"> • repetitive or monotonous work; • sustained physical or mental effort; • sustained and/or complex physical or mental tasks 	<ul style="list-style-type: none"> • Re-design jobs to eliminate boring, repetitive tasks • Improve communication • Provide training to allow multi-skilling and effective job rotation • Use plant, machinery and equipment to eliminate or reduce the excessive physical demands of the job • Alternate tasks to reduce the amount of time employees/workers need to spend performing sustained physically and mentally demanding work • Ensure there are adequate employees/workers and other resources to do the job • Roster enough employees/workers during peak times and demands • Ensure adequate breaks during shifts to allow recovery • Eliminate sources of risks that might exacerbate fatigue (e.g. manual handling, extremes of temperature) • Improve the duration and timing of work • Ensure safe and efficient shift hand-over • Department/service contingency plans for peak service periods or emergencies where workers will have to unexpectedly work longer hours, more shifts or a long sequence of shifts.
<i>Work scheduling and planning</i>	
<p>Night shifts, including the number of consecutive night shifts</p>	<ul style="list-style-type: none"> • Eliminate the use of night shifts for particular jobs or activities • Schedule complex tasks for daytime • Schedule work for hours when the risks may be lower – for example, complex and safety-critical tasks are best undertaken during normal day shifts when employees/workers are less likely to be fatigued, rather than during low body clock periods • Limit the number of consecutive night shifts worked in a row • Minimise or redesign routine administrative tasks to ensure employees/workers can focus on core duties during their night work • Allow regular night-shift employees/workers periods of normal night time sleep to catch up on their sleep deficit • Ensure that rosters allow for at least two full nights' of sleep after the last night shift • Arrange shifts so that day sleep is adequate • Use a forward-rotation shift system (i.e. morning to afternoon, afternoon to night) • Improve the order, speed, direction and length of rotation of the shift cycle • Except for emergencies, give at least 24 hours' notice before night work. Consider providing a longer period of notice so that employees/workers have time to adjust their activities
	<ul style="list-style-type: none"> • Ensure time for adequate communication at shift handovers

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Shift start/finish times	<ul style="list-style-type: none"> Provide information to shift workers that contains tips for them to prevent and manage fatigue. An example of a factsheet is included at Appendix C.
Short breaks between work shifts	<ul style="list-style-type: none"> Increase the length of breaks between shifts Allow for recovery between work periods Defer non-urgent work to allow appropriate rest and recuperation for employees/workers Make sure that there is enough time in a break for uninterrupted sleep
Changes to rosters	<ul style="list-style-type: none"> Set shift rosters ahead of time and avoid sudden changes of shifts to allow workers to plan leisure time Reduce irregular and unpredictable work schedules Manage workload and work-pace change caused by machinery breakdowns or planned and unplanned absences Design rosters so there is adequate recovery time between shifts to travel, eat, wash and sleep.
Long hours because of on call duties	<ul style="list-style-type: none"> Increase the length of breaks between shifts Allow for recovery between work periods Defer non-urgent work to allow appropriate rest and recuperation for employees/workers Provide rest days (opportunity for two consecutive night sleeps) Make sure that there is enough time in a break for six hours uninterrupted sleep
Short breaks between work shifts	<ul style="list-style-type: none"> Provide more and/or longer breaks to allow for recovery within work periods Provide adequate resources to cover breaks Ensure adequate number and location of toilet facilities Where split shifts are used, arrange timing so sleep of employees/workers is not disrupted due to the times they are required to work
Long hours of work in a single shift. This includes travel time, especially for remote sites	<ul style="list-style-type: none"> Reduce working hours Increase resourcing Eliminate the use of extended hours for particular jobs or activities Control the length of shifts Limit the use of overtime, especially unscheduled overtime Monitor hours of work Limit shifts to 12 hours including overtime. Avoid overtime allocation after afternoon or night shifts (particularly after 10 or 12 hour night shifts).
Long hours of work across a shift cycle	<ul style="list-style-type: none"> Limit use of standby and on-call duties Ensure that exchange of shifts does not result in excessive hours
Work environment conditions	
Stress	<ul style="list-style-type: none"> Improve job control and the other risk factors associated with stress Ensure opportunities to clarify stress-related issues
Adverse physical conditions	<ul style="list-style-type: none"> Avoid working during periods of extreme temperature Control exposure to hazardous substances and environments Use effective protective clothing and equipment, allowing for different shifts Use heating and cooling to control ambient temperatures to support alertness Ensure the workplace and surroundings are well lit, safe and secure

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Repetitive tasks	<ul style="list-style-type: none"> Workers who perform repetitive manual tasks should have regular rest breaks
Effect of exposure during extended shifts	<ul style="list-style-type: none"> Ensure exposures are carefully monitored and exposure levels adjusted. For example, refer to Noise Procedure for Noise related risks.

Other work and contribution conditions	
Leave management	<ul style="list-style-type: none"> Put in place local processes to manage accrued leave. Refer MoH Leave Matters Manual. Consider future rosters and schedules when approving request for leave or shift swaps, to ensure there is still a manageable workload for the work team. Fill vacant positions as soon as reasonably practicable. Ensure the impact of service delivery needs on workers is considered. Ensure sufficient workers are made available to fill a roster. Have access to on-call workers for unplanned leave, emergencies or where workload increases.
Absenteeism	<ul style="list-style-type: none"> Ensure absenteeism is monitored against accrued leave balances and requests for leave. Refer MoH Leave Matters Manual.
Organisational factors	<ul style="list-style-type: none"> Encourage workers to report any concerns they may have about work-related fatigue. Consider measures to deal with risks where workers drive home tired or fatigued after long working hours, night work Consider alternative options to face-to-face meetings such as teleconferencing. Where workers travel long hours on a project to sleep overnight to avoid driving when tired or fatigued after project completion. Review the need for subcontractors or labour hire staff to work similar shifts and shift cycles to the permanent workforce. Allow trial periods for new working arrangements and evaluating them.
Individual and non-work factors	<ul style="list-style-type: none"> Provide suitable professional advice, e.g. an employee assistance program, sleep disorder clinic Maintain vigilance in identifying non-work related factors Provide information and education about how non-work related factors can increase the risks of fatigue Provide a mechanism to encourage workers to report non-work factors that might affect fatigue management

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APPENDIX C - Fatigue Management

(Reference: [Safe Work Australia - Fatigue Management - A Worker's guide](#))

What is fatigue?

Fatigue is more than feeling tired and drowsy. In a work context, fatigue is a state of mental and/or physical exhaustion that reduces a person's ability to perform work safely and effectively.

It can occur because of prolonged or intense mental or physical activity, sleep loss and/or disruption of the internal body clock.

Signs of fatigue include:

- tiredness even after sleep
- reduced hand-eye coordination or slow reflexes
- short term memory problems and an inability to concentrate
- blurred vision or impaired visual perception
- a need for extended sleep during days off work.

What causes fatigue?

Fatigue can be caused by work related or non-work related factors or a combination of both.

Work related causes of fatigue include excessively long shifts, not enough time to recover between shifts and blocks of shifts, very strenuous jobs and long commuting times. An example of non-work related fatigue would be poor quality sleep due to street noise or family demands.

The body clock

Most people are day-orientated meaning they are most alert and productive in the daytime and sleep at night. The circadian rhythms (the body clock) cause regular variations in individual body and mental functions repeated approximately every 24 hours. These rhythms regulate sleeping patterns, body temperature, heart rate, hormone levels, digestion and many other functions.

These rhythms influence job performance and quality of sleep. Most of the body's basic functions show maximum activity by day and minimum activity by night. The body rhythms affect the behaviour, alertness, reaction times and mental capacity of people to varying degrees.

Why is fatigue a problem in the workplace?

Fatigue may increase the risk of incidents because of a lack of alertness. Fatigue 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 including driving vehicles
- undertaking critical tasks that require a high level of concentration
- undertaking night or shift work when a person would ordinarily be sleeping

A person conducting a business or undertaking must ensure, so far as is reasonably practicable, the health and safety of workers while they are at work. This means if fatigue is identified as causing a risk to work health and safety, then suitable control measures should be implemented in consultation with workers to eliminate or minimise the risks.

Your responsibility as a worker

Workers have a duty to take reasonable care for their own safety and health and that their acts or omissions don't adversely affect the health or safety of others. Workers must also comply with

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any reasonable instruction and cooperate with any reasonable policy or procedure relating to fatigue at the workplace, for example fitness for work policies and policies regarding second jobs.

To reduce the risk of being involved in a work incident caused by fatigue, you should:

- comply with your organisation's policies and procedures relating to fatigue
- understand your sleep, rest and recovery needs and obtain adequate rest and sleep away from work
- seek medical advice and assistance if you have or are concerned about a health condition that affects your sleep and/or causes fatigue
- assess your own fitness for work before commencing work
- monitor your level of alertness and concentration while you are at work
- look out for signs of fatigue in the people you work with
- in consultation with your supervisor, take steps to manage fatigue, for example take a break or short nap (night shift), maintain hydration (drink water), do some stretching or physical exercise, adjust the work environment (lighting, temperature)
- talk to your supervisor or manager if you foresee or experience being impaired by fatigue likely to create a health and safety risk e.g. because of a health condition, excessive work demands or personal circumstances
- assess your fatigue levels after work and take suitable commuting and accommodation options (e.g. avoiding driving if fatigued)

For further information, refer to [Safe Work Australia - Guide for managing the risk of fatigue at work](#).

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APPENDIX D - Definitions

Key Term	Definition
Body Clock	People are designed to work in the daytime and sleep at night. The internal body clock (circadian clock) causes a regular variation in the body throughout 24 hours in different physical and mental functions (such as: the sleep/wake cycle, alertness, performance and body temperature). Body clock rhythms generally do not adjust to shift work easily.
Fatigue	<p>An acute, ongoing state of tiredness that leads to mental or physical exhaustion and prevents people from functioning within normal boundaries. It is more than feeling tired and drowsy, it is a physical condition that can occur when a person's physical or mental limits are reached. Fatigue is more than feeling tired and drowsy. In a work context, fatigue is mental and/or physical exhaustion that reduces your ability to perform your work safely and effectively. Signs of fatigue include:</p> <ul style="list-style-type: none"> • tiredness even after sleep • reduced hand-eye coordination or slow reflexes • short term memory problems and an inability to concentrate • blurred vision or impaired visual perception • a need for extended sleep during days off work.
Forward Shift Rotation	A forward rotation means the direction of shifts is day-to-evening-to-night shift. A forward (clockwise) rotation is preferred rather than a backward shift rotation (day-to-night-to-evening shift). Forward shift rotation is generally considered to suit people better.
Officer	<p>A person who makes decisions that affect all or a substantial part of the organisation (PCBU).</p> <ol style="list-style-type: none"> a. An officer within the meaning of section 9 of the Corporations Act 2001 of the Commonwealth other than a partner in a partnership, or b. an officer of the Crown within the meaning of section 247, or c. an officer of a public authority within the meaning of section 252, other than an elected member of a local authority acting in that capacity
Person Conducting a Business or Undertaking (PCBU)	Means all employer-type organisations including corporations, associations, partnerships, labour hire companies, franchisees and contractors. SESLHD is defined as a PCBU. For further guidance, refer to Section 5 of the Work Health and Safety (WHS) Act.
Safety Critical Tasks	<p>Are tasks requiring a high level of concentration, alertness and/or coordination and where the consequences of a mistake or error in judgement could cause serious injury or fatality, for example:</p> <ul style="list-style-type: none"> • driving a road vehicle or operating a crane or other high risk plant • administration of drugs or participating in medical or surgical procedures • working at heights • hazardous work such as: electrical work, working with flammable or explosive substances

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Key Term	Definition
Shift work	involves working outside normal daylight hours (7:00am to 6:00pm) the periods in which many people work a seven-to-eight-hour shift
Worker	includes employees, apprentices, students, volunteers and independent contractors

(Reference: [Safe Work Australia - Guide for Managing the Risk of Fatigue at Work](#))