



# Fatigue Management Procedure

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## Authority

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## History

Revision	Date	Amended By (Name)	Details of Amendment
0.0	06/01/2015	Codie Davies	Document re-numbered supersedes WI-OHS-031
1.0	23/06/2017	Anthony Gollan	Document reviewed with minor amendments
2.0	08/10/2020	Anthony Gollan	CODE OF PRACTICE WORKING HOURS 2006 Added to 7 References
3.0	27/07/2023	Vanessa Placheta	SCEE Electrical Branding and Review

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## 1 Purpose

The purpose of this procedure is to communicate a system to assess and control hazards associated with fatigue.

## 2 Scope

This procedure is to apply to all SCEE employees, subcontractors, visitors or members of the public working on or visiting sites under the control of SCEE.

## 3 Definitions

Term	Definition
Employee	Any person on the Project who is not a Visitor.
Hazard	Anything that has the potential to cause injury, illness, damage or harm
Risk	An uncertain event or condition that, if it occurs, will affect the achievement of objectives. It is measured in terms of likelihood and consequence
Shall	Shall is to be understood as mandatory.
Should	Should is to be understood as recommended but not mandatory

## 4 Responsibilities

Role	Responsibility
Project Manager	The Project Manager shall be responsible for ensuring resources are available to enable the implementation of this procedure and for the accountability of person's responsibilities as defined.
Site Manager	Ensure full compliance with the requirements of this procedure Ensure the effective implementation of this procedure.
Employee	Employees shall comply at all times with the procedure
HSE Advisor	Audit and monitor compliance with this procedure.
Supervisor	Ensure the application of this procedure. Execute the requirements of this procedure.

## 5 Flowchart

N/A

## 6 Fatigue Management

Fatigue is a leading cause of injuries and fatalities within the construction sector. The combination of long working hours and extended periods of consecutive days at work that form a characteristic of the industry places the human body under an increased level of stress which can affect decision making and general levels of awareness.

Open communications, trust and an understanding by SCEE personnel that they have the freedom to inform their supervisor when they believe they are suffering from symptoms of fatigue, without fear of recrimination, forms the cornerstone of an effective fatigue management strategy.

SCEE supervision will promote a positive culture that encourages open lines of communication between supervision and workers in order to ensure risks associated with fatigue are managed and as low as reasonably practicable.

Fatigue management requires the provision of additional training and awareness and this will be actioned as required to ensure personnel recognize the implication and warning signs of fatigue.

Fatigue Management Planning is an integrated part of the Human Resources Plan and Fitness for Work Plan. The SCEE Fatigue Management Plan consists of the following:

### 6.1 Fatigue Evaluation

For tasks requiring personnel to work extended hours on various shifts, additional monitoring programs will be undertaken by SCEE supervisors as well as a procedure to heighten the awareness of all employees about fatigue.

Results of the monitoring program will be presented to the SCEE Site Manager who shall ensure fatigue mitigation measures are implemented.

### 6.2 Risk Assessment & Potential Control Measures

Shift length, work activity, travel distance, diet, rest breaks and accommodation facilities all play a significant role in controlling the potential exposure of workers to conditions which produce fatigue.

SCEE Supervision must examine risk factors including:

- Work shifts and schedules
- Night shifts
- Type of work
- Commuting Flying and Driving
- Potential exposure to other hazards (i.e. environmental conditions such as heat).

The scope of work and schedule will impact upon the type and duration of shifts implemented during the project. However, recognition and evaluation of fatigue management strategies require:

- Supervisory staff to monitor and assess tasks and work activities
- Provide adequate and sufficient breaks to recover from fatigue.

SCEE Supervision must ensure that their personnel are appropriately rested. This requires that the work hours are structured in such a way as to ensure rest periods between shifts is at least 10 hours.

Where personnel are required to change shift from day to night shift, and vice versa, they must be given a full 24-hour rest period prior to commencing the new shift. For example if a worker finishes work at 6 PM, he or she will commence the night shift cycle at 6 PM the following night.

### 6.3 Night Shifts

It is critical for all SCEE Project Personnel to understand that nightshift operations will disrupt a person's circadian rhythm and performance level. All SCEE Project Personnel are responsible to control and minimise the effects of fatigue.

Sleep deprivation is most likely to have a cumulative affect when working at night and generally lost sleep (a sleep debt) is only replaced at the rate of 1 hour per night (8 hours lost sleep may take up to eight to nine days to recover from).

Control measures for the implementation of nightshift operations may include, but are not limited to:

- Isolated accommodation for personnel required to work at night or shifts different from others.
- Restricted areas preventing other scheduled daytime activities from interrupting or disturbing night shift personnel.
- Rescheduled activities for servicing amenities such as cleaning and sheet changes to be conducted when night shift have commenced work and not during normal operational hours when personnel are sleeping.

Refer: [SCEE-BS-HS-TEM-0057 Shift Fitness for Work Assessment](#)

### 6.4 Type of Work

Personnel may experience fatigue when exposed to the following:

- Physically and demanding tasks
- Monotonous tasks
- Mentally demanding tasks
- Working in confined spaces
- Working at height
- Working in a hot environment

It is important that supervisory personnel understand that persons may be fatigued from physically demanding work activities and consequently, require attention to ensure that this is adequately controlled.

Controlling fatigue levels is a core requirement of all supervisory personnel and hence, rotation of personnel and adjustment or alterations of task priorities may be required.

Refer: [SCEE-BS-HS-LIS-0010 Personal Hydration Checklist](#)

### 6.5 Commuting

The commuting distance and time spent commuting between an employee's place of residence and home base should be considered as part of the working hours regardless of payment.

Excessive commuting time combined with extended work hours may reduce the time available for adequate recovery periods and therefore, substantially increase fatigue.

For instance, when a worker returns to site from leave he or she may be required to wake at 4 AM in order to catch a plane at 6 AM. On arrival a normal working day of 10 hours will effectively ensure the worker is awake for 16 hours

Control measures to address this issue will need to be put in place and may include, but are not limited to:

- Suitable travel arrangements.
- Adjustment of work shift hours.
- Inclusion of transportation hours in the calculation of the overall work schedule hour's etc.
- Adjustment of the daily shift length for those personnel required to fly in and fly out.
- Variations to work conducted during the various phases of a work schedule or roster cycle.
- Personnel do not return from an R & R or other break onto nightshift.

### 6.6 Driving

It is recommended that journeys are planned and classified as either local journey (up to 50km) or non-local journey (greater than 50 km). Local journeys will constitute the majority of journeys or travel undertaken on the Project however, all supervisors and site managers are reminded that a repeated journey to and from accommodation facilities may total more than the limit of 50km in the definition of local journey.

Non-local journeys (over 50km) must be planned and the effects of concurrent work and tasks must be taken into account by all supervisors and site managers.

A journey management plan is not required within 150km of the Perth Metropolitan Area unless otherwise determine by SCEE Project Management.

The practice of working a full shift on arrival to site, inclusive of a journey to site and back may pose an increased risk for some personnel.

### 6.7 Potential Exposure to Other Hazards

A complete risk evaluation will take into consideration the effects of environmental conditions and task design on personnel and its cumulative influence on fatigue.

All site managers and supervisory staff must evaluate the demands placed on personnel by considering:

- Work schedules and rosters. Irregular and unplanned work schedules such as callout shift work (emergency personnel etc).
- Staffing levels. This impacts on shift length, physical and mental demands of the work and commuting requirements (method of travel, distance, frequency, risk of incidents whilst commuting).
- Overtime restrictions for personnel on call out or similar duties. This includes emergency services, security and medical staff such as nurses etc.
- Cover during the absence of key personnel so as to avoid endangering or exposing others to additional risk.
- The impact of the environment on efficient performance. This includes heat, vibration (machinery operation), stressors (working at heights, confined space etc), humidity, light, noise and diet requirements/balance etc.

### 6.8 Environmental and Climatic Conditions

Continued work over extended periods in extreme temperatures and climatic conditions is physically demanding. Contractors must ensure they assess the workload and effects of continued exposure in extreme conditions on their personnel.

Potential control measures may include scheduling physically demanding tasks to cooler or less stressful periods of the day and planning work activities with suitable control measures such as canopies and regular rest breaks.

All supervisors are responsible for monitoring their personnel and ensuring they are sufficiently rested, hydrated and capable of performing their allocated tasks. These issues are to be discussed on a regular basis prior to work commencing, as part of the pre-start meeting.

Refer: [SCEE-BS-HS-LIS-0010 Personal Hydration Checklist](#)

### 6.9 Facilities and Restrictions

Accommodation facilities are an integral part of the ability of personnel to ensure they take advantage of their recovery period and hence are inseparable.

If extended hours, work cycles and shift operations occur outside of the normal working hours (i.e. nightshift) it is important to plan and provide facilities which ensure personnel are afforded the maximum opportunity to sleep unimpeded and without disruption.

Consequently, these considerations must be given due attention when implementing work cycles. This should include, but not be limited to:

- Educating personnel regarding the potential risks of fatigue and in particular the importance of a balanced diet, lower alcohol intake, regular exercise and adequate rest periods.

- Implementing designated areas for night shift personnel and restricting vehicle and personnel access.
- Provision of different serving hours and meal times for night shift personnel (i.e. cleaning rosters and block maintenance rosters etc).
- Limitations on social or sporting activities after shift hours should also be considered as a way to minimise a person’s exposure to fatigue.

## 7 References

Documents, both internal and external, that are referenced within the content of this procedure, including Australian and International Standards and legislation.

Document ID	Document Title
SCEE-BS-HS-LIS-0010	Personal Hydration Checklist
SCEE-BS-HS-TEM-0057	Shift Fitness for Work Assessment
	Code Of Practice Working Hours 2006

## 8 Related Documents

Related documents are those that have a relationship with this document, for example if this was the Operational Risk Management procedure related documents would include the work instruction to complete a JHA, the JHA template, Take 5 work instruction and booklet, etc.

Document ID	Document Title
SCEE-BS-HS-TEM-0046	Journey Management Form
SCEE-HR-HR-POL-0004	Fitness For Work Policy
SCEE-HR-HR-PRO-0009	Fitness for Work