

Fatigue Risk Management

April 2016 Brendan Vale from the Ministry of Primary Industries embarked on a project to reduce fatigue in the work place. This is what he said.....

What we wanted

- I. To have an objective way to identify rosters and shifts that can lead to risk
- II. To consider the needs of the industry with regards to rostering
- III. Come to conclusions as to how to deliver resources to industry while keeping staff safe

What we did

- I. Met with Fiona and learned about how FAID works, strengths and limitations. It is much broader than I thought.
- II. We contacted management and front line staff to provide rosters that were at the more challenging end of the spectrum or could be of concern. We then analyzed using FAID
- III. We brought together staff affected by rosters from throughout NZ to understand fatigue and the methodology of analyzing hours of work.
- IV. The group did a workshop with Fiona
- V. The group identified a range of risk profiles of actual hours of work (rather than planned hours of work) and considered tolerances mitigation and actions

Why did we do it?

- I. We want to provide safe and responsible rostering whilst providing resources.

Why we used Shiftwork Services

- I. People I spoke to had used shiftwork services. After meeting with Fiona I felt this was going to deliver what we needed. The information was great and we have a great start to developing a fatigue risk management plan

Next Steps

- The meeting coordinators, ThinkPlace, will collate all of the information
- I will develop a plan as to how we can use the FAID technology and our staff's input into firming up the parameters for rosters
- This will be reviewed by the VS Leadership Team and discussed with key stakeholders, modified as necessary and implemented as VS policy

Shiftwork Services

About Us

Fatigue is a significant factor that underpins all other health and safety policies. The aim is for our clients to reduce both safety risk and business risk by managing fatigue. *Shiftwork Services* uses a fatigue risk management (FRM) approach based on a risk engineering framework mixed with 'practical know-how' to assist organisations that work 24/7.

Our approach is holistic and client-centered, covering such elements as: training in shiftwork-living skills; identifying individuals who are best suited to shift work; developing policies in fatigue risk management; identifying fatigue hazards; reviewing hours of work and assisting in roster design. As such, each element informs and adds to the other.

International experience supports our belief that applying an integrated approach which involves all the elements that feature in a Fatigue Risk Management Plan is likely to be the most successful way to manage fatigue risk.

Shiftwork Services offers the following additional services:

- Training to cope with shift work and fatigue – for the employees and also for the supervisors/managers in terms of what to do with a fatigued worker
- Return to work rehabilitation after accidents or incidents
- Clinical services – managing sleep and fatigue

Fiona Johnston NZ ROT



Fiona is the founder of *Shiftwork Services*. She has been working with shiftworkers, their managers and supervisors since 1995 and has worked with most of New Zealand's leading organisations.

Fiona is a highly experienced trainer and presenter and is responsible for our programme of workshops and seminars. Her presentations are lively, entertaining and relevant to the challenges faced by the 24/7 society.

She regularly speaks at conferences on the subject of fatigue-risk, sleep and roster design.

Fiona's particular interest is in sleep and she specialises in providing solutions to the biological and social disturbances common in shiftworking or extended hours situations.

“Human beings are hard-wired to sleep at night, so when employees work shifts/extended hours this can significantly affect their judgment, alertness, reaction



times and ability to think clearly. This reduced performance has a huge impact on the worker, the organisation they work in and the person's social relationships."

She originally trained as an occupational therapist in Britain and has worked with people with sleep problems in New Zealand, previously running a sleep clinic in Auckland.

Fiona has written a book, *Getting a Good Night's Sleep*, which has been published internationally. Copies are available from *Shiftwork Services*.

Fiona is the editor of the FaidSafe® alliance newsletter, *Focus on Fatigue*. This is a forum of current research, case histories and service information aimed at helping people manage fatigue-risk.

Current and Past Clients Include

- Newmont Gold, Ghana
- ACC
- Fonterra
- Carter Holt Harvey
- EMA
- Ballance
- Oceania Gold
- BP
- Gallagher
- Fullers Group Ltd.
- Christchurch City Council
- Shell
- Paymark
- Genesis
- Meridian Energy
- MAF
- SuperAir
- SealedAir

What Clients Have Said About Us

Shiftwork training ...is part of Meridian Energy's ongoing performance and safety programme. Shiftwork Services assessed our roster using FAID® software and it was reassuring to find out that compared to many rosters ours is a good one. **Meridian Energy Limited**

It is important that shiftworkers receive good information about managing the shiftwork lifestyle in order to keep themselves and their colleagues safe. Shiftwork Services ran seminars for Carter Holt Harvey shift workers in New Zealand and Australia. This enabled each person to develop his or her own personalised shiftwork management plan. **Carter Holt Harvey**

Great information - managing fatigue is vital when you work in a mine. The most valuable information for us was a scientific understanding of the hours of work. This information enables us to identify high-risk times. ...Taking the guesswork out will help us develop a flexible Fatigue-risk Management System. **Oceana Gold**

...Staff are more aware of the issues and they are aware of the adjustments they need to make as a consequence of the shiftwork lifestyle. I have no doubt that a less fatigued work force will be safer and more productive. **Pernod Ricard New Zealand**



Fiona's input helped us identify the causes of fatigue and helped us develop a Fatigue Risk Management Plan. Being able to measure indicative fatigue and its impact on staff performance was an eye-opener for us. **Sealed Air**

Our Alliance Partners

Shiftwork Services is supported by affiliations with a number of key organisations in New Zealand and Australasia.

InterDynamics
Integrated Safety Support
Avinet
Sleep Well Clinic

Shiftwork Services – www.shiftwork.co.nz

