

Managing fatigue-related risk

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Policy statement and principles

What

This policy provides guidance for identifying and managing the risk of fatigue in NZ Police workers.

Why

Fatigue is a risk for all NZ Police workers and is identified as one of the threats to be managed in the critical risk programme for psychological harm.

Persons conducting a business or undertaking (PCBUs), and workers have a responsibility to manage fatigue at work as specified by the [Health and Safety at Work Act 2015](#).

How

This policy will provide guidance and links to resources for our leaders and workers to manage the risk of fatigue.

Definitions

Term	Meaning
Fatigue	Fatigue is a state of physical and/or mental exhaustion. It can reduce a person's ability to perform work safely and effectively. Fatigue reduces alertness. This may lead to errors, and an increase in workplace incidents and injuries (WorkSafe, 2017).
Shift Work	Shift work is any type of work that requires a worker to be awake when they would normally be asleep. Shift work might involve: - permanent, rotating, changeable, non-standard, irregular, or unpredictable work hours - early starts - late finishes - night work. Long hours that span the traditional workday can also be shift work when they include early starts and/or late finishes that require a worker to be awake when they would normally be asleep. (WorkSafe 2021).
Recovery Sleep	People generally need between seven and a half and nine hours of sleep a night to maintain health and alertness. Adequate, good quality sleep is essential to maintain and restore full physical and mental functioning. It is the only way to recover from fatigue (WorkSafe, 2021). <i>Dr Leigh Signal of Massey Sleep /Wake Research Centre states: "Recovering from restricted sleep is not hour for hour. Sleep structure usually gets back to normal after 2 nights of unrestricted sleep, not 48 hours off."</i>
Non-work-related fatigue	Fatigue that may be as a result of lifestyle factors, medical conditions, substance use and non-work activities.

Roles and responsibilities

Role	Responsibilities
Workers (S45 HSWA)	<ul style="list-style-type: none">- Workers must take reasonable care for their own health and safety and must not adversely affect the health and safety of other persons.- Workers must also comply with any reasonable instruction and cooperate with any reasonable policy or procedure relating to fatigue at the workplace, such as policies on fitness for work or second jobs.- Workers' duties in relation to fatigue do not mean they must never work extra hours. However, they should talk to their manager or supervisor to let them know when they are fatigued. They should also avoid working additional hours and undertaking safety critical tasks when they know it is likely they are fatigued.

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<p>Line Managers/Supervisors (S30 HSWA)</p>	<p>Responsible for identifying, assessing and minimising fatigue-related risk of their team members, including:</p> <ul style="list-style-type: none"> - Understand fatigue risk relating to their area of operations. - Role model authentic leadership with teams to promote shared responsibility. - Promote awareness of fatigue risk management and support the team members to ensure they have the required knowledge and understanding. - Accountable for managing fatigue identified risk within their team and the day-to-day application of controls at a team level. - To escalate barriers and issues that impact the ability to manage the risk of fatigue. - Accountable for approving fatigued staff to stop working if required and oversight of any return-to-work requirements. - Approving overtime after considering whether it is safe for the individual to do so.
<p>District and Service Centre Leaders</p>	<ul style="list-style-type: none"> - Work with WFM to ensure the teams are using allocated annual leave and TOIL. - Allocate sufficient budget to resource teams effectively. - Monitor fatigue reporting and related health and safety incidents. - Escalate unmanageable risk to ELT via HSGG.
<p>Workforce Management (WFM)</p>	<p>Responsible for:</p> <ul style="list-style-type: none"> - Using FAID® fatigue assessment software when considering new rostering patterns. - Support District Managers to implement safe rosters and ensure resource is allocated for meeting operational requirements. - Inform leaders of leave holdings through regular reporting. - Ensures any change to roster allows for the 9-hour rule and 10-hour break between shifts.
<p>District Health and Safety Advisor</p>	<ul style="list-style-type: none"> - Provide support in how to report fatigue related incidents and refer to other Safer People teams as required e.g. Wellness Advisor or Return to Work Advisor.
<p>Wellness Advisors</p>	<ul style="list-style-type: none"> - Support provided to workers for assessment of issues impacting on wellbeing and the coordination of proactive external support.
<p>Director Safer People</p>	<ul style="list-style-type: none"> - Lead an effective wellness and safety strategy and enable our people to deliver it. - Influence, innovate, leverage partnerships, and address challenges to build a culture of wellness and safety. - Provide dashboards to the ELT to enable monitoring of performance of Wellness and Safety KPI's. - Owner of this policy and will keep it up to date with any evolving legislative or regulatory requirements.
<p>Executive Leadership Team (Tier 1&2 leaders) (S36 & S44 HSWA)</p>	<p>Has the primary duty to ensure, so far as is reasonably practicable, workers and other persons are not exposed to health and safety risks arising from the business or undertaking. This includes ensuring, so far as is reasonably practicable:</p> <ul style="list-style-type: none"> - provision and maintenance of a work environment without risks to health and safety - provision and maintenance of safe systems of work, and - monitoring the health of workers and the conditions at the workplace for the purpose of preventing illness or injury of workers arising from the conduct of the business or undertaking. <p>The duty on the person conducting the business or undertaking is not removed by a worker's preference for certain shift patterns for social reasons, their willingness to work extra hours or to come to work when fatigued. The person conducting the business or undertaking should adopt risk management strategies to manage the risks of fatigue in these circumstances.</p>

References and supporting links

- [Health and Safety at Work Act 2015](#)
- [Health and Safety at Work \(General Risk and Workplace Management\) Regulations 2016](#)

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- [WorkSafe guidance - Stress and Fatigue](#)
- Mobility Device > Checkpoint App > Health Safety and Wellness > Managing fatigue
- Signal, L (November 2022) [Managing the Risk of Fatigue in a New Zealand Workplace](#)
- WorkSafe NZ Guidance: [Shift Work](#) and [Fatigue](#) Management
- WorkSafe Queensland (2020) [Preventing and managing fatigue-related risk in the workplace](#)
- NZ Police Wellness Hub <https://nzpolice.synergyhealthltd.com/login>
- Managing Shift Work:

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 Managing Shift Work.doc	552 KB
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- Sleep Management booklet:

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 sleep-management-booklet (1).pdf	267.09 KB
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Why we manage fatigue

Fatigue is recognised as a health and safety workplace risk and as a general business risk. People who work when displaying signs of fatigue, regardless of the cause, are known to be more susceptible to error, accidents, injury and/or ill-health.

Impacts of fatigue are summarised in Figure 1 below.



Figure 1: The consequences of fatigue

Fatigue can also be a risk factor that impacts performance when other critical risks are present such as driving, roadside operations, motivated offenders, custodial supervision and hazardous substances.

Ongoing fatigue can also lead to chronic health risks.

Managing the risk of fatigue

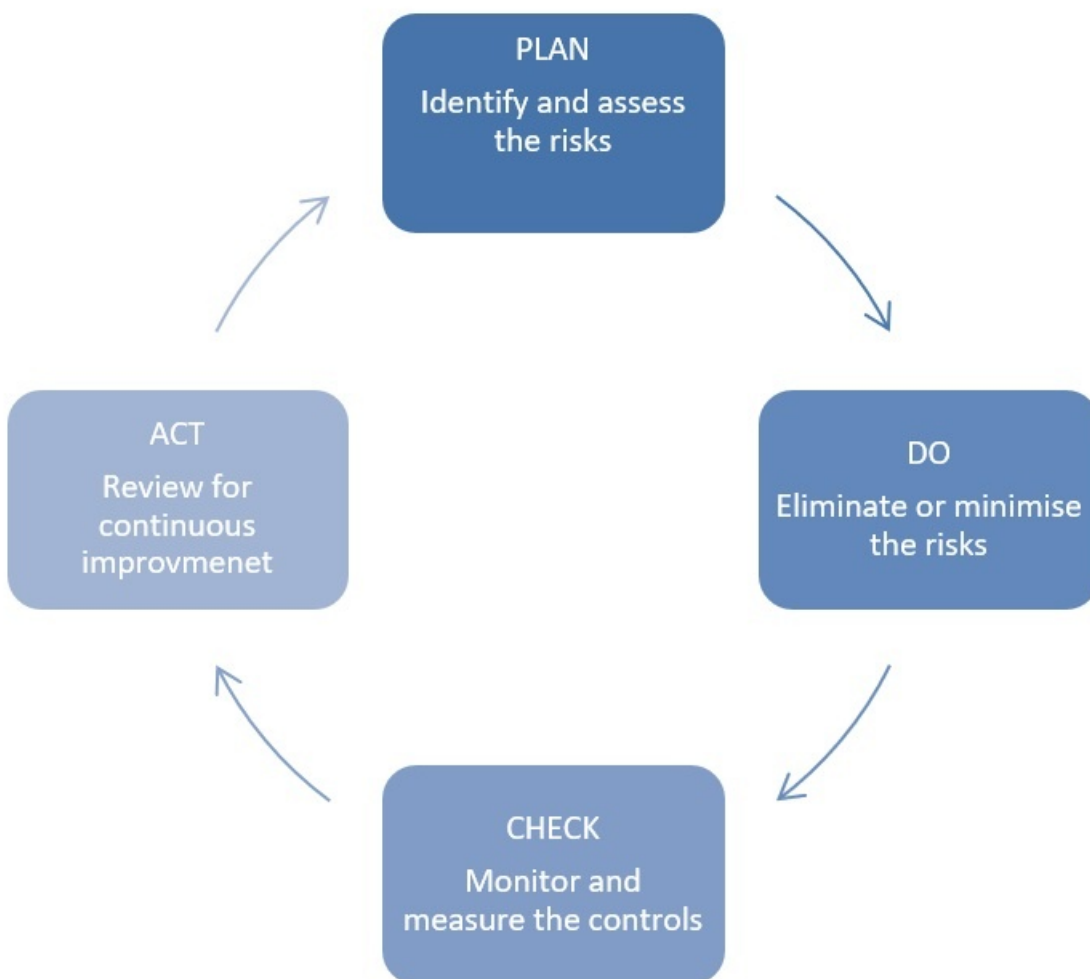
Managing fatigue is a shared responsibility between each individual worker and NZ Police (the PCBU).

The risks associated with fatigue need to be managed in accordance with the hierarchy of controls to eliminate or minimise the chances of an adverse outcome so far as is reasonably practicable. The cause of fatigue must be eliminated or minimised where elimination cannot be achieved.

NZ Police has the primary responsibility for controlling work-related factors.

All workers have an individual responsibility for managing personal factors which may contribute to fatigue outside of work hours. However, NZ Police, as a PCBU, is responsible for ensuring all workers are aware of risks and have pathways to manage them.

The process for identifying and reviewing risk is shown here:



- Identify the factors which may cause fatigue in the workplace
- Assess the risk of injury from fatigue
- Control risks by implementing the most effective control measure reasonably practicable in the circumstance, and
- Review control measures to ensure they are working as planned.

Note: The Critical Risk Verification Programme will assist in reviewing the critical controls for psychological harm, of which, Fatigue is a factor. Your business unit will be responsible for reviewing your fatigue management plans and controls at regular intervals (e.g., annually) and/or post incident where fatigue is identified as a causal factor.

Managing operational role, activity and environment specific factors

Tasking plans for activities undertaken by workers during shifts must ensure that fatigue risk is managed for those activities.

Consider the following range of factors when assessing the risk to your workgroup, not just the amount of sleep a worker has had.

- Has there been a minimum of 9 hours between shifts?
- Are there high emotional demands and high pressure?
- Is there a need for ongoing intense concentration?
- How physically intense is the work undertaken or scheduled?
- Are there extreme temperatures, light or other stimulation at times not aligned with circadian rhythm?

For these situations and others where increased fatigue risk is identified, a work specific risk assessment is a key part of designing work and activity plans. When assessing the risk of fatigue, overall load needs to be reviewed and understood and work with high demands need to be managed with additional controls (reducing demands or increasing management resources).

NZ Police work is high risk as and such working while fatigued can have catastrophic consequences.

Tools to assist in the assessment of fatigue can be found in the guidance [Preventing and managing fatigue related risk in the workplace](#) in the Tools section from page 19 (WorkSafe Queensland 2020).

A simplified version for supervisors and workers can be found in the appendices to this policy.

How to report and respond to reports of fatigue

Workers should advise their supervisors if they are concerned, they may be fatigued and not fit to carry out their normal duties.

The supervisor, when informed by the worker they may not be fit for duty is required to create a safety plan for the worker in consultation with the worker.

Tools for self-assessment of fatigue and a safety plan template can be found in Appendix one and two at the end of this policy.

Should a worker be unable to undertake their substantive duties due to the high-risk nature of the work, the supervisor will be required to maintain the safe provision of operational services during the period that a worker is unfit for duty. This may include:

- Consolidating operating positions
- Using other suitably trained workers
- Replace workers using overtime

Information, instruction, training and supervision

Section 36 of the HSWA 2015, requires that a PCBU provides, so far as reasonably practicable, any information, training, instruction, or supervision necessary to protect all persons from risk to their health and safety arising from work carried out as part of the business or undertaking.

Providing information and training to workers about the factors that can contribute to fatigue and the risks associated with it will help them to not only do their job but also implement control measures to minimise the risk of fatigue in the workplace.

Managers and supervisors should be trained to:

- recognise fatigue
- 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.

An appropriate level of supervision should be provided (for example a higher level of supervision for safety critical tasks), which may include monitoring work to ensure safe work practices are followed.

See the [Resources, related policies and apps](#) of this policy.

Monitoring and reviewing

Once control measures are implemented, they should be monitored and reviewed to ensure they continue to effectively manage fatigue. Consider implementing trial periods for any new work schedules and encouraging workers to provide feedback on their effectiveness.

To determine the frequency of monitoring and review consider the level of risk - high-risk work and related risk need more frequent assessments. Control measures should also be reviewed when:

- there is any indication risks are not being controlled
- new tasks, equipment, procedures, rosters or schedules are introduced
- changes are proposed to the work environment, working hours, schedules and rosters
- there is an incident due to fatigue at the workplace
- new information regarding fatigue becomes available, and
- the results of consultation, including a request from a health and safety representative, indicate that a review is necessary.

Appendix One: Assessing fatigue checklist for Supervisors

To access the “Assessing fatigue checklist for Supervisors” form, click [here](#).

Further information - For more guidance about managing fatigue, go to WorkSafe’s website: www.worksafe.govt.nz. Safe Work Australia’s Guide for Managing the Risk of Fatigue at Work (2013) has been used in the development of this quick guide. This can be accessed at: www.safeworkaustralia.gov.au

See [Safer People Line-up Video](#) *Supporting fatigued staff*

Appendix Two: Worker fatigue self-assessment checklist

To access the “Worker fatigue self-assessment checklist” [click here](#).

The effects of fatigue are similar to the effects of alcohol. If you stay awake for 17 hours, you'll behave as if you have a blood alcohol level of 50 mg of alcohol per 100 ml of blood. That's the same blood alcohol level as Aotearoa New Zealand's legal drink drive limit for drivers 20 years and older.

After staying awake for 24 hours, you're as dangerous as someone with a blood alcohol level of 100 mg of alcohol per 100 ml of blood - that's twice the legal blood alcohol limit for adults.
