

FATIGUE MANAGEMENT PLAN

NAME: _____ **COMPANY:** _____

Each of us has the responsibility to make the safety of ourselves and our co-workers a fundamental concern. As Managers or Supervisors, we have the opportunity to impact the design of our work environment and plan to prevent incidents and injuries, both on and off the job.

Scenario: You are the Manager or Supervisor of a 5-person crew working/based out of Lac La Biche, Alberta. Your crew is working 12-hour shifts on a location approximately 80 kilometers north of town (approximately a 1-hour drive). The crew lives predominately in Central Alberta and works a 2 week on and 1 week off shift rotation.

Assignment: Provide a basic fatigue management plan that addresses the needs of the crew identified in the scenario.

FATIGUE MANAGEMENT PLAN

Sleep / Accommodation

Nutrition

Work Schedule / Rest breaks

Travel / Work

Hydration

Travel / Home

Recreation / Social

Family

Education

Physical Activity

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SLEEP / ACCOMMODATION

1. On site trailer for temporary sleep and to provide area for sleep in emergency situations.
2. Climate control hotel room.
3. Noise controlled area room. Mainstream hotel away from high noise
4. Move to home-like setting away from running diesel truck (apartment).
5. Good quality, clean rooms with good beds.
6. Family photos.
7. Single rooms.
8. Rooms all in same area of hotel. Block of rooms.
9. Recommend 7-8 hours sleep. 8 hours mandatory. Limit staying up late curfew.
10. Condo/apartment (like home).
11. Promote rest period at noon to mid-day.
12. Double up day shift/night shift. Separate day and night shifts. Preplan location of rooms to maximize sleep potential.
13. Camp facility nearer to site.
14. Three-star hotel (minimum) with pools and restaurant.
15. Reinforced walls to cut down on outside noise.
16. Black-out curtains. Ensure rooms are equipped for total darkness during the day.
17. Dark, sound proof rooms.
18. Controls on lighting and temperature.
19. Create a camp situation at the worksite.
20. Hotel with kitchenette. Possible fridge for drinks and food.
21. Have an approved hotel list that fits minimum required. Audit facilities.
22. Include laundry service with cleaning.
23. Quiet room away from railway track and highway.
24. Provide fans or air cleaner for background noise to allow for sleep.
25. Tinfoil to cover the windows.
26. Extra bed for medic area.
27. Gym and pool and exercise equipment.
28. Ensure good mattresses and pillows.
29. Book a block of rooms on far side of hotel to keep crews on same schedule together.
30. No starting vehicles outside windows/rooms.
31. No smoking in camp/hotels/rooms.

NUTRITION

1. What meals are provided – make them good.
2. Ensure time for breakfast before leaving for work.
3. Ask crew to bring snacks and lunches for day.
4. Ensure time is available for group dinner.
5. Offer packed lunches – balanced food intake - daily (healthy) snacks.
6. Provide eating facility.
7. Provide education around nutrition and healthy snacks.
8. Hotel with breakfast (continental).
9. Make available fresh fruits and vegetables (baskets).
10. Canada Food Guide.
11. Adequate amounts.
12. Good restaurants, lunch making service.
13. Forbid Red Bull.
14. Allowance for good breakfasts and snacks throughout the day.
15. Management leading by example by providing healthy food for meetings.
16. Salad sticks.
17. Bagels vs. donuts.
18. Fruits and nuts for snacks. Lots of fruits and vegetables.
19. Adequate compensation.
20. Cooking facility.
21. Quality supper.
22. Healthy buffet.
23. Hot meals at worksite with snack breaks.
24. Fridge with freezer in Doghouse.
25. If camp provide planned meals.
26. Breakfast buffet with supervisors with healthy choices.
27. Bagged healthy lunch with snacks for morning and afternoon.
28. Do not pay for alcohol on CU credit card.
29. Disciplined meals to ensure proper balance.
30. Supply cooks with clear guidelines for meals.
31. Review meals with nutritionist regularly.
32. Discourage alcohol.
33. Bring out fruit and vegetable trays for visits vs. donuts.
34. Make arrangements for breakfasts and lunches.

WORK SCHEDULE / REST BREAKS

1. Allow for travel time as part of work schedule.
2. Frequent breaks.
3. Regular break schedule and lunch break.
4. Breaks appropriate to circadian rhythms.
5. Plan the day and take scheduled breaks
6. 2 weeks on nights, 1 week off.
2 weeks on days, 1 week off.
Short change on last shift.
Let them sleep half hour during the last shift and quiet area.
7. Designated relaxation and quiet area.
8. Three 15-minute breaks. One 30-minute break for lunch.
9. Coffee breaks at mid-morning and mid-afternoon.
10. Factor in weather and stress.
11. Ensure workers take time off.
12. Take 3-4 rest breaks
13. Have one break with all workers.
14. Have safety break.
15. Half of last day, want preparation to leave.
16. Include drive time in 12-hour shift (approximate 7.5 hours of production work time).
17. On location – shack for rest/recreation on break.
18. Arrange schedule for short days on home days. Pay for travel time.
19. Review work schedule to possibly change to 7 on and 7 off.
20. Pay for travel time to reduce after-hours travel.
21. Every 2 hours break of 10 minutes, minimum.
22. Ensure hazardous work is not done during 2 pm to 4 pm.
23. Encourage walking and exercise during breaks.
24. Start 7 or 8 – alternate.
25. Sleep in 2 days a week
12 hours include travel.
15 minute breaks.
26. Rest period and lunch.
27. Area for naps if possible.

TRAVEL / WORK

1. Supply transportation – bus or van.
2. Journey management program.
3. Rotate drivers, designated drivers.
4. Travel to site included in 12 hours.
5. No one sleeping. All personnel stay awake.
6. Do not allow driver being only one awake.
7. Provide shuttle to work site.
8. Crew truck / driver supplied.
9. Eliminate travel – setup camp.
10. Rotate drivers each day.
11. Mandatory bus service.
12. Take different routes if possible.
13. Share travel, 1 drive 4 rest.
14. Travel in group – convoy.

HYDRATION

1. Water with worker when they head out.
2. Supply bottled water onsite, free of charge.
3. Water cooler available on site.
4. Regular hydration breaks.
5. Company water bottles.
6. Proper clothing.
7. Gatorade or sport drinks for hot days.
8. Provide a variety of drinks.
9. Encourage more water, less caffeine.
10. Water jugs and fridge on site.
11. Education on dietary habits and effect of hydration and dehydration.
12. Provide refreshments (water, Gatorade) at worksite.
13. Provide personal fluid containers.

TRAVEL / HOME

1. Transport to nearest airport, and then fly.
2. First day off, not last day.
3. After last shift, have an evaluation of fatigue as they will drive home for 4 hours.
4. Consider hiring driver and bus to drive crew for shift change.
5. Give quiet time for Rest and Recovery. Offer rest area, prior to home travel.
6. Journey management - check in
 - answering automated service.
 - rest stops.
7. Shift at mid-day. Allow flex-day after shift done.
8. Car pooling.
9. Supervisor phones for guys who are driving.
10. Mandatory 12-hour rest period after coming off their shift. Travel the next day.
11. Have bus to pick up and drive home.
12. Leave early on last day.
13. As a group – talk to each other and keep awake.
14. Crew vehicle. Give adequate time off to get home in daylight hours.
15. Car pool, double up, rotate drivers.
16. Allow to stay extra night.
17. Transport to Red Deer – third party driver, bus or van.
18. Stop work at midnight. Sleep till drive home. Short shift last day.
19. Allow travel day. Work and travel separate work days.
20. Shut down at 12:00 noon on last day (with pay for full day) and provide bus service.
21. Send crews to 2 to 4 per truck. Switch driver.
22. Include travel time part of work time.
23. Charter bus/plane from Edmonton.
24. Provide shuttle to central point.

RECREATION / SOCIAL

1. Not going to the bar the night before heading home.
2. Provide group activities after work.
3. Expense allotment for “proactive” recreational/social activities while away at work.
4. Crews join a sports league in town.
5. Have hotel that provides a recreation room.
6. Pool table/satellite TV at camp.
7. Encourage several activities for time off.
8. Encourage them to stay out of the bar.
9. Camp activity room.
10. More than just TV and video.
11. Provide a comprehensive directory of facilities and services.

FAMILY

1. Ensure family is aware of the fatigue factor, and the need for a worker to get rest while off duty.
2. Bring families up once every year so they can see Lac La Biche.
3. Encourage regular family contact and access. Allow family visitations.
4. Stay at hotel no charge.
5. Satellite phone, free wireless internet at camp and hotel.
6. Internal company forums to include both workers and spouses.
7. Provide visiting arrangements.
8. Provide paid phone call to family every 48 hours. Call home in evenings on a regular basis.
9. Provide family information on proper rest on days off and information on shift work.
10. Have frequent gatherings for spouses and children.
11. Provide phone cards.
12. Social events, family passes to zoos or water parks, Christmas party, Halloween party for kids.
13. Provide families with an emergency employee assistance program.
14. Create a spouse network.
15. Provide internet café, complete with video cameras.
16. Plan off-site family functions.
17. Uninterrupted days off.

EDUCATION

1. Online course availability for off-hours.
2. Workshops on nutrition and fatigue management.
3. Educate crew on personal responsibilities for health. Awareness seminars.
4. Provide internet services.
5. Encourage reading.
6. Ways to cope with stress and fatigue and lifestyle management.
7. Safety meetings.
8. E-learning, correspondence courses, apprenticeship program.
9. Provide a comprehensive of facilities and services in area.
10. Have books and magazines available.
11. Offer educational assistance provided by company.
12. Graduated work skill program with incentives.
13. Promote further application of fatigue management techniques.
14. Promote career advancement education.
15. Library, computers, provide field crews with Dr. Don's materials.
16. Encourage evening seminars at rest facility.
17. Supplement post-secondary education.
18. Access to libraries.

PHYSICAL ACTIVITY

1. Gym and pool in hotel.
2. Provide membership or discounted passes to local fitness and leisure centres.
3. Buy stationery bike and a few weights.
4. Individual fitness program. Create a competitive environment (recognition process).
5. Company teams, membership to hockey or curling rink.
6. Encourage walking and stretching.
7. Have portable onsite gym facility.
8. Create on duty exercise and stretch time.
9. Find balance with hobbies.
10. Mandatory stretching program.
11. Plan routine group activities. Hockey in town, card games, softball, bowling.
12. Encourage activities at least 3 times a week (bowling, pool, cards, ping-pong).