

Dead Tired! What you Need to Know to Manage Fatigue





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Mike Hamett
VP Human Factors
SIX Safety Systems Inc.
Calgary, AB Canada




Myths That Guide Organizations


- Sleep is controllable by workers
- Equate sleep with laziness or not caring
- Worried about perceptions (we can't pay people to sleep at work!)

Part of the problem is...





- We don't know how big the problem is!
 - Employees afraid to admit or talk about it
 - Employees never been asked
 - Managers and shift schedulers who've never worked shift work are often in control of shift work activities





Fatigue is...

- A decreased capacity to perform mental or physical work as a result of inadequate restorative sleep
- Also influenced by time of day (circadian factors) and amount of prior wakefulness
- Fatigue accumulates
- Has a direct long term effect on both physical and mental health

Drowsiness Is...

- A state of sleepiness accompanied by lethargy (lack of energy)
- Drowsiness fluctuates
- The more fatigue you have, the more drowsy episodes you will have
- Has an immediate effect on cognitive performance, errors, stress tolerance and safety





What is a Management System

FRMS Management System

Set of guiding principles that form the strategic framework of your fatigue management program



A "systems" approach recognizes that errors are regarded as consequences rather than causes, due to systemic failures



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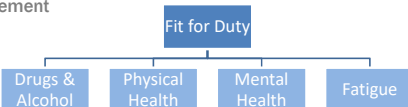

Laying the Foundation for an FRMS

- Fatigue is complex and requires a management system that,
 - Is rooted in science
 - Is driven by objective analysis of data
 - Integrates into the existing OHS management system
 - Collaborates and cooperates with all stakeholders
 - Respects family concerns and work-life balance


Paradigm Shifting

- Only occurs when an organization,
 - Acknowledges that D&A, fatigue, physical and mental health are all “fit for duty” concepts that must be managed
 - Accepts their role in proactively mitigating risk through improved work design
 - Recognizes that performance is tied to each fit for duty element

It's About Performance

- **Physical Ability** - to safely reach, lift, lower, push, pull, carry, grip, or operate tools, machinery and equipment
- **Mental Ability** – to remember, to think clearly, to make decisions, to communicate
- **Emotional Stability** - to remain emotionally calm and stable in dealing with challenging situations
- **Alertness** - to notice or react to changes in a work environment, to remain vigilant



And it's About Personal Health

- The physical and mental health of the worker
- The emotional impact on family and other relationships
- The ability to maintain their careers

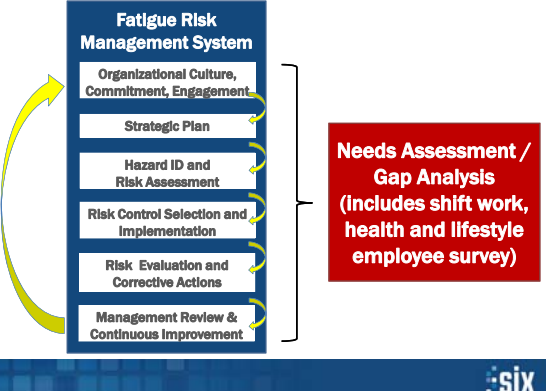



Case Study


- Company X identified a need to develop a more comprehensive approach to managing fatigue and alertness with operators



Fatigue Risk Management System



Needs Assessment / Gap Analysis (includes shift work, health and lifestyle employee survey)

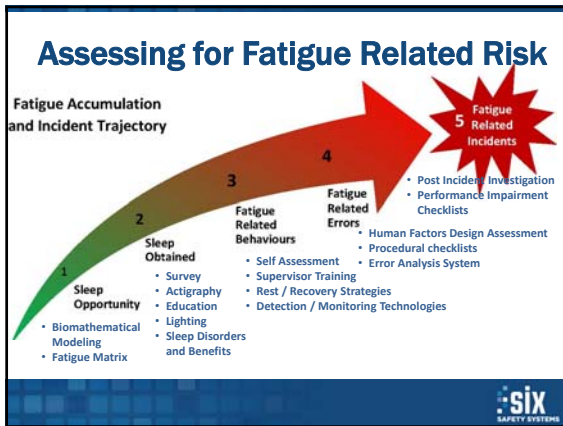
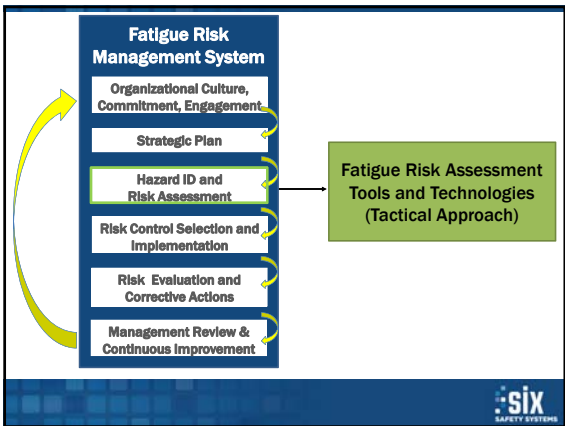


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Company X Results

Category	Points Available	Points Awarded
Organizational Culture, Commitment and Engagement	42	15
Strategic Plan	38	10
Hazard ID and Risk Assessment	24	15
Implementation of Risk Controls	84	6
Evaluation & Corrective Action	28	0
Management Review & Continuous Improvement	28	0
Overall Score	244	46

- ### Highlights of the Gap Analysis
- No evidence of
 - Leadership commitment or recognition of the impact of fatigue on performance
 - Defined roles and responsibilities
 - Using assessment tools to identify and analyze fatigue related risks
 - Training supervisors in the risk assessment process
 - Policies or procedures established for measuring or mitigating fatigue risk
 - Targets or objectives related to mitigating risks
 - Minimal efforts in
 - Employee training
 - Recovery opportunities




Company X Scorecard - 2016

Category	Points Available	Oct 2014	June 2016
Organizational Culture, Commitment and Engagement	42	15	34
Strategic Plan	38	10	30
Hazard ID and Risk Assessment	24	15	21
Implementation of Risk Controls	84	6	36
Evaluation & Corrective Action	28	0	10
Management Review & Continuous Improvement	28	0	4
Overall Score	244	46	137
		(19%)	(56%)

- ### Where we are at today
- Formation of Fatigue Risk Management Committee (FRMC)
 - Preliminary draft of a FRMS guideline document ready (strategic framework)
 - Implementation of selected Level 1-4 Risk Controls (tactical elements)

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Fatigue is Multi-faceted



**...and therefore requires multiple,
overlapping controls**



Thank You!



SIX
SAFETY SYSTEMS
www.sixsafetysystems.com



Mike Harnett
mharnett@sixsafetysystems.com
Visit me on LinkedIn!

