*policy template [Company Logo here]*

**Fatigue Management Plan**

[ xxx company] is committed to ensuring employees do not compromise safety performance by undertaking work while impaired by fatigue or stress. The following Fatigue & Stress Policy applies to [ xxx company] employees and subcontractors.

1. **HOURS OF WORK**

* No person shall work longer than **13** hours including travel (home to home).
* No person shall work longer than **7.5** hours felling or breaking-out.

2. **REST BREAKS**

* No work period shall exceed **4.5** hours.
* All worker to have a minimum **30** minutes break after the each 4.5 hour work period.
* In extreme conditions (agreed and recorded at tailgate meetings) high energy use tasks will have an additional **15** minute break between work periods.

3. **TRAINING**

* Obtain Unit Standard 22994 (Factors which affect the performance of forestry workers ) within 4 weeks for Fallers-in-training or Breaker-outs, and within 3 months for all others.

4. **SUPPLIES**

* Foreman shall ensure all staff has sufficient water. Extra drinks available in summer, etc.
* Foreman to ensure workers in training have decent breakfast and lunch.

5. **Crew Van Driver & Co-Driver**

* If the drive home exceeds one hour, Crew van driver entitled to take a 30 minute paid break prior to driving, and to take sufficient hydration and nutrition in this period (and if the work day has exceeded 10 hours encouraged to take a “power nap”).
* Front left passenger designated as a co-driver and is responsible (paid) for monitoring driver for fatigue. Empowered to take over “no questions asked”.

6. **Review of Duties**

• In the event of Fatigue and/or Stress being identified as a significant safety issue at a work site, alternative duties will be sought for affected worker(s). If no alternative duties exist, the worker will be relieved of work duties and a rehabilitation plan developed.

**7. Employee Assistance Programme (EAP)**

* [xxx company] will utilise external consultancy services to assist employees who have been identified as at high risk from fatigue or stress. EAP services from [the EAP service provider] will be provided with full confidentiality for the employee.

Acknowledgment : Hautapu Pine and Moutere logging, with thanks

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| --- | --- | --- |
| **Checklist: Hazards/Factors where contractors need to actively manage for fatigue** | | 🗷 |
| 1a | **MENTAL AND PHYSICAL DEMANDS OF THE JOB**  Do you or your employees or subcontractors undertake heavy physical work such as cross cutting (including driving wedges), carrying snatch blocks or hauling straw lines, or ladder pruning or thinning to waste? |  |
| 1b | Do you or your employees or subcontractors undertake activities that require a high level of concentration (e.g. assessing fall direction, balance of machine, grade of log, overhead hazards and degree of slope)? |  |
| 1c | Do you or your employees or subcontractors undertake activities that require constant awareness of danger zones and the presence of other workers? |  |
| 1d | Do you or your employees or subcontractors undertake activities that may require continuous concentration with little stimulation (e.g. driving) |  |
| 1e | Do you or your employees/contractors undertake work that involves particular types of stands, conditions or jobs that they find especially tiring? |  |
| 2a | **ENVIRONMENTAL CONDITIONS**  Do you or your employees or subcontractors encounter extreme (hot, humid or very cold) weather conditions during a job? |  |
| 2b | Do you or your employees or subcontractors work on steep slopes or difficult terrain? |  |
| 2c | Is the ventilation poor and the atmosphere stuffy and uncomfortable in vehicle cabins? |  |
| 2d | Do machine operators or drivers have to work in a glary environment in which it is difficult to see because of a lack of contrast, flickering light, scratched windows and reflections? |  |
| 2e | Do you or your employees or subcontractors operate plant or machinery or work in trucks that cause whole-body or hand–arm vibration? |  |
| 3a | **WORK SCHEDULING**  Do you or your employees or subcontractors work under pressure that requires working faster or for longer periods to enable catch up on backlog? |  |
| 3b | Do you or your employees or subcontractors have to travel for more than an hour to get to the job (coupe, compartment or depot)? |  |
| 3c | Do you or your employees or subcontractors work or travel in night hours (midnight to  6 a.m.) consistently? |  |
| 3d | Does the work schedule prevent you or your employees or subcontractors from having one full day away from work in a week? |  |
| 3e | Does the work schedule make it difficult to consistently get at least two full nights sleep in a week? |  |
| 4a | **WORKING TIME**  Do you or your employees or subcontractors regularly work days longer than 12 hours? |  |
| 4b | Is the normal break between shifts less than 10 hours? |  |
| 4c | Do you or your employees or subcontractors have to work continuous periods of more than 4 hours without a break? |  |
| 4d | Do you or your employees or subcontractors regularly need to work at night or during the circadian low period (2 a.m. to 6.am.) when safety risk due to fatigue peaks? |  |
| 5a | **INDIVIDUAL**  Do your employees or subcontractors average less than 10 hours per day away from work during a week? |  |
| 5b | Do you notice your employees or subcontractors using fluids such as coffee to try and combat tiredness? |  |
| 5c | Are you aware of any sleeping disorders (e.g. obstructive sleep apnoea) or other sleep difficulties your employees or subcontractors may suffer? |  |



**Expectations of what should be in our contractor’s Fatigue Management Policy**

(*this material is to inform the contractor – it need not form part of the contractors policy*)

When forming their fatigue management policy Ernslaw One requires that its Contractors adopt the following core components:

**Training:**

All crew members to obtain Unit Standard 22994 (Factors which affect the performance of forestry workers) within 3 months of commencing employment, except for the physically demanding and high risk task of tree falling and breaking-out, where the contractor must ensure that those workers gain Unit Standard 22994 within four weeks of commencing work.

**Shelter and Facilities**

Ernslaw One appreciates that workers are highly unlikely to take their entitled breaks if the contractors has not made available a warm and dry facility in which to change into dry clothing and to take their break, along with a supply of drinking water, hand washing and hand drying facilities and where practicable provide a toilet (legal requirement since 1995). Having members of harvesting crews sheltering from the weather in a cramped crew van or eating in their machines is not acceptable. Fatigue cannot be managed unless uninterrupted breaks can be taken in moderate comfort.

Contractors should refer to the Guidelines for the Provision of Facilities and General Safety and Health in Forestry Work (DoL, October 1995 – available on the H&S section of the Contractors Resources web page at the Ernslaw One web site). Extracts below:

**1.6 Facilities for changing and storing clothes**

Every employer shall, where practicable, make provision to enable workers to change, in privacy, clothes that become wet or contaminated at work. Adequate clean space should be provided so that workers can store clothes not used at work.

**1.7 Facilities for meals**

Adequate provision shall be made, by the employer for workers to have meals and rest periods in reasonable comfort and sheltered from the weather. Any facility used for shelter and meal purposes shall not be used for the storage of tools, materials or petroleum products. Suitable rubbish disposing facilities shall be available.

**1.10 Maintenance, cleanliness and access to facilities**

Every employer shall take all practicable steps to ensure that facilities are properly maintained, readily accessible and kept in a clean, safe and hygienic state

Source: [www.business.govt.nz/worksafe/information-guidance/all-guidance-items/forestry-work-guidelines-for-the-provision-of-facilities-and-general-safety-and-health-in/forest-g.pdf](http://www.business.govt.nz/worksafe/information-guidance/all-guidance-items/forestry-work-guidelines-for-the-provision-of-facilities-and-general-safety-and-health-in/forest-g.pdf), accessed 1 August 2014

**Hours of work**

The legal hours set for truck drivers in NZ serve as a model for the maximum hours of work in all Ernslaw One forests. The maximum length of the work day is to take account of travel time to and from our forests, so is measured from home to home, or from the contractor’s depot back to the depot.

Contractors must ensure that all workers:

1. take an uninterrupted (unpaid) break of at least 30 minutes after a maximum of 4½ hours of work time, no matter what type of work takes place during that work period. Allowing operators to eat lunch while operating a machine through the lunch break is not acceptable; instead contractors should stagger lunch breaks so that critical machines can be kept operating (typically the hauler will shut down to allow breaker-outs to have a 30 minute uninterrupted break, but a swing yarder with grapple, a log processor or log loader may keep operating though the lunch break).
2. work no more than maximum of 13 hours on any day, and then take a continuous break of at least 10 hours (as well as the standard half-hour breaks every 4½ hours). The work day is measured home to home or depot to depot, not simply in the forests.
3. Work no more than 70 hours of work time (known as a ‘cumulative work period’) before taking a continuous break of at least 24 hours.

Exceptions to the 13 hour maximum can be made for special circumstances, such as:

* when mechanics or a foreman stay on to fix a breakdown so that the crew can work the following day, but those persons must then take a continuous and uninterrupted break of 10 hours before returning to the forest. The 13 hour maximum is not to be exceeded for routine tasks like log making, fleeting or log load out, nor for line shifts.
* Aerial spray application which is dependent on a suitable “weather window”.
* Fire fighting and mop-up, but subject to NRFA policies and best management practices.

**Tree Fallers and Breaker outs**

For the high risk task of tree felling and breaking out, harvest contractors should manage fatigue by ensuring that these workers do not work more than 7.5 hours plus a 30 minute uninterrupted break (8 hours in total) on the forest workface. Where skill sets are complimentary, it is good practice to rotate the tree felling and breaking-out tasks with others workers on the skid site after lunch, so that the high risk work is limited to no more than 5 ½ hours per day per person, and ensure that their nutrition and hydration is sufficient.

Ernslaw One’s update to the Breaking-out rules in Section 12 of the 2012 ACOP, states:

*12a. Any new breaker out must obtain General Requirements (17769 - Demonstrate knowledge of general health, safety, and environmental requirements in forestry) and Unit Standard 22994 (Factors which affect the performance of forestry workers) within four weeks of commencing work.*

*12b. A daily written log of the time when all Breaker-outs took their designated uninterrupted 30 min rest/meal break(s) must be kept, as part of the Contractor’s fatigue management procedure.*

Ernslaw One is of the view that the same guidance is appropriate for tree fallers and trainee fallers under supervision.

**No routine forest harvesting work on Sundays**

Unless a harvesting contractor has arranged to run a scheduled seven day a week operation, no routine harvesting work should occur on Sundays in our forest, other than scheduled maintenance or the unscheduled repairs required to get a broken-down machine operative for a Monday morning. An exception may be made when a contractor has lost one or more days in the period Monday to Friday through machinery breakdown, blocked access or severe weather. Sunday work can only happen if the contractor has is an independent means of summoning help in an emergency.

Contractor’s employment policies should allow all workers family time and time for sport and recreation religious or cultural observances at weekends when requested.

**Weekend to work week sleep transition – Log load out**

Ernslaw One expects that its contractors to manage the sleep transition from ‘normal weekend family life’ to early starts on Mondays (or the first day back after any long weekend).

The Log Transport Safety Council’s accident reports show log truck roll overs cluster on Mondays and Tuesdays, which is attributable to fatigue induced by sleep transition (body clock interruptions) from normal weekend family life (which in summer typically means late to bed on a Sunday) intersected by early starts on a Monday (or on first day back after a long weekend).

If the start time of the first log truck on site is not controlled by the dispatch company then a vicious circle commences whereby the log loader operator commences earlier, only to find an early log truck already on site, which creates an incentive for the log loader operator to start even earlier. Very soon we have log trucks on site at 2 am, with log loader operators leaving home at 12:30 am.

Ernslaw One’s Harvest manual states (page 165)

*Unless both the logging contractor and the trucking company (and the dispatcher) have formal and agreed fatigue management policies, the default earliest start time for log load out operations in the forest* ***is 5am on a Monday, or 6am after a long weekend****. The intent is to allow the log loader operator to have at least 7 hours sleep on a Sunday night before driving himself to work on a Monday morning.*

*Compliance with this policy can be audited by interrogation of the trucks GPS record, or (in Gisborne) the fatigue management routines in the ASSETT forestry on-board integrated data logging system.*

Ernslaw One has put log cartage companies on notice that any driver arriving 15 minutes before the times specified above will be sent back to base and stood down for the day.

**‘First day’ commute for out of town crews and drivers**

Contractors whose crews live out of town and commute for more than two hours to their week day base have an obligation to ensure that their crews and drivers have had sufficient sleep (6 hour minimum) before starting work on the first day of the working week. Recognising that the crew can sleep in the van on the commute to work, the contractor’s prime focus is to ensure that the crew van and other drivers have had sufficient sleep before commencing the commute. No crew or driver should depart from home before 3am on a Monday morning.

**Crew van drivers**

It is very important that the Contractors fatigue management policy sets rules for the driver of any crew van or other company vehicle that carries passengers to and from the forests. Time spent driving the crew van is to be paid employment, and Ernslaw expects this to be priced as part of the contract.

**Crew van co-driver**

Every crew van shall have a “co-driver” who sits in the front passenger’s seat. This person has an obligation to monitor the driver for signs of drowsiness or fatigue, and is empowered to take over the driving without challenge should there be signs of fatigue, to assure the safety of all passengers. The Co-driver is also to be paid for travel time. Again Ernslaw expects this to be priced as part of the contract.

**Empower & encourage the Crew Van Driver to take a *Power Nap* before driving the crew home**

Where the drive home from the forest exceeds one hour, and where the total work day for the crew van driver exceeds 10 hours work (home to home or depot to depot) Ernslaw One expects contractor to require the crew van driver to take a paid 30 minute uninterrupted break immediately prior to driving, and to encourage that driver to take a 20 minute “power nap” in this period. The crew van driver may not spend that 30 minute break sharpening chainsaws or refuelling, greasing or otherwise maintaining plant and equipment, etc.

Ernslaw recommends that every crew van and crew cab ute driver carrying 3 or more passengers hold a “P’ passenger endorsement on their drivers licence and that they keep a NZTA approved log book of hours spent driving and hours worked. Refer NZTA Factsheet 42 “Log Books and P endorsements for carrying passengers” and Fact Sheet 2, Work Time.

Refer

[www.nzta.govt.nz/resources/factsheets/42/docs/42-p-endor.pdf](http://www.nzta.govt.nz/resources/factsheets/42/docs/42-p-endor.pdf)

[www.nzta.govt.nz/resources/factsheets/02/docs/02-work-time.pdf](http://www.nzta.govt.nz/resources/factsheets/02/docs/02-work-time.pdf)

**Log cartage contractors**

Ernslaw One expects its cartage contractors to manage shift transition and rostering for optimum fatigue management and to actively encourage their drivers to participate in the Log Transport Safety Council’s “*Fit for the Road*” programme, which amongst other things recommends that drivers fit in 30 minutes of physical activity each day outside of work.

Refer

[www.logtruck.co.nz/index.php/news/35-fit-for-the-road](http://www.logtruck.co.nz/index.php/news/35-fit-for-the-road) and

[www.logtruck.co.nz/index.php/fit-for-the-road/exercise](http://www.logtruck.co.nz/index.php/fit-for-the-road/exercise) or

Contact Hamish Mackie: email [h.mackie@ternz.co.nz](mailto:h.mackie@ternz.co.nz) or phone 09 262 2556

**Service Providers - Forest Entry Permit**

Ernslaw One’s General Forest Entry Permit, which is the default arrangement for all contractor’s service providers (third party mechanics, engineers, auto electricians, hose repairmen, etc) states:

**3 Permit Holder Obligations**

3.1 For the duration of the Permit the Permit Holder shall:

3.1.1 only enter the Forest during the hours of Daylight;

Where “**Daylight**” means the period of time commencing one half hour after the recorded sunrise and one half hour before sunset for each and every day this Permit shall remain valid.

Note that night work by service providers is expressly not permitted unless by variation to the General Forest Entry Permit, lessening the chances of fatigue.

**Signs of fatigue and Stress**

• Sore or aching muscles or feeling of muscle weakness

• Headache

• Moodiness, irritability or easily agitated

• Dizziness and blurred vision

• Loss of appetite

• Difficulties with short term memory

• Inability to concentrate or focus on tasks

• Slowed reflexes or difficulty making decisions

• Feeling as if your actions are useless or that you can’t change your situation

• Lack of motivation

Fatigue from physical exertion can be easily managed with proper food and rest and workers should be rotated through tasks that require high physical exertion. By contrast Fatigue from emotional financial or other stressors is not so easily managed and can be very debilitating.

Everyone will have a different ability to cope with stress and their symptoms of stress fatigue will be different. Workers performing high stress tasks should be monitored regularly for signs of fatigue and stress.

**Our Commitment**

***Ernslaw One*** is committed not to apply pressure to contractors to have their workers work through their statutory breaks or to exceed a 13 hour work day (home to home), and encourages contractors or their workers to report any express or implied directive to that end made by our staff or our agents to the appropriate Regional Manager.

**Further Guidance**:

Our ‘Contractors Resources’ web page on the Ernslaw One Web site has a link to guidance for Management of Fatigue in Forestry from Worksafe Victoria (Australia, March 2004). That guidance has information for the Principal (the Forest Owner), the Contractor, Subcontractor and for Employees

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| --- | --- | --- |
| **Ten Basic Principles for Reducing Fatigue in Forest Harvesting** | | 🗹 |
| 1 | Understand that everyone in the harvesting and cartage supply chain has a role to play in minimising fatigue |  |
| 2 | Build allowances into contracts and schedules for the specific nature of work in the compartment and for typical delays and disruptions |  |
| 3 | Ensure that working arrangements do not provide incentives for working practices or working hours that create fatigue risks |  |
| 4 | Organise schedules to allow workers the opportunity to get at least 7 hours sleep every night, and for sedentary work (eg truck driving) a daily 30 minutes of exercise. |  |
| 5 | Understand that schedules should also take into account the requirements of daily living (e.g. eating, hygiene, getting to and from base, family life) |  |
| 6 | Compensate long shifts and working weeks with longer recovery periods before the next shift or week |  |
| 7 | Limit the build-up of “sleep debt” by allowing for at least two consecutive full night sleeps every week and having at least one day a week free of work |  |
| 8 | Ensure all workers take regular rest breaks, particularly when working in extreme conditions |  |
| 9 | Use short rest breaks, nutritious food and hydration as short-term measures but understand they have to be backed up by good job planning |  |
| 10 | Understand that personal awareness of tiredness and fatigue is never a substitute for a work pattern that allows for short rest breaks and regular sleep. |  |

Source: Worksafe Victoria

Fatigue is caused by a combination of factors, so to fix the problem contractors need to address all of the contributing factors.

Some external factors will relate to life at home (eg a disturbed night’s sleep from noisy neighbours or a sick child).



Source: Worksafe Victoria

Further reading & resources:

[www.vwa.vic.gov.au/\_\_data/assets/pdf\_file/0010/10225/fatigue\_management\_forestry.pdf](http://www.vwa.vic.gov.au/__data/assets/pdf_file/0010/10225/fatigue_management_forestry.pdf)