Purpose

The purpose of this procedure is to ensure the effective, systematic and consistent management of all risks associated with Heavy Vehicle driver fatigue. This procedure is directly related to the management of Heavy Vehicles. For general fatigue management in the workplace or on projects refer to Primary Standard 15 Fatigue Management.

Scope

This procedure applies to any worker with control over or that might influence the fatigue of a heavy vehicle driver (including but not limited to the roles listed in E-G-8-0542a CoR Responsibilities Guide).

Responsibilities

For guidance on the responsibilities for each role on the Chain of responsibility, refer to E-G-8-0542a CoR Responsibilities Guide.

Procedure detail

Overview of fatigue management

The purpose of fatigue management is to identify and assess potential fatigue-related risks before they occur so that risk treatment measures can be implemented which either eliminate the risk entirely (where practicable), or reduce the likelihood that the risk will occur or reduce the potential adverse consequences of the risk.

Fatigue Risk Management Framework

Our Fatigue Risk Management process follows the same risk management process as detailed in the Laing O'Rourke Safety Management System. Refer to System Requirement 01 Risk Assessment and SiD for further details.

Identify risks

The identification of risks can either take place at initialisation (project or operational start-up) or during the course of the operation or project. During initialisation, the individual risks to be managed by the project or operation should be highlighted by identifying what can happen, when, where, how, why and to who. The aim is to generate a comprehensive list of fatigue-related risks which will be added to the Risk Register or Project Risk Assessment.

During the course of the operation or project, it should be identified whether:

- implemented control measures result in new risks
- reported hazards, near-misses or incidents highlight new risks
- new activities, processes, equipment etc. result in new risks

Common Fatigue-related Risks
Job tasks and roles that have a potential impact on driver fatigue include consignors, consignees, schedulers, drivers, loaders, packers, driver/scheduler managers, loading managers and the transport operator itself.

Fatigue-related risks can be divided into two categories representing shared responsibility:

1. work-related risks (responsibility of the organisation)
2. non work-related risks (responsibility of the worker)

Common fatigue-related risks include:

<table>
<thead>
<tr>
<th>Work-related risks</th>
<th>Non work-related risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Schedulers over-scheduling a driver for a shift that exceeds the allowable work</td>
<td>• Drivers not being able to recognise and act on their fatigue warning signs</td>
</tr>
<tr>
<td>time based on the work and rest hours option they operate under</td>
<td>• Drivers starting a shift already fatigued from factors in their personal life such as</td>
</tr>
<tr>
<td>• Schedulers allocating timeslots that cannot be met without a driver skipping a</td>
<td>a new baby or excessive social activities</td>
</tr>
<tr>
<td>rest break</td>
<td>• Drivers repeatedly not getting enough good quality sleep between shifts leading to</td>
</tr>
<tr>
<td>• Schedulers scheduling drivers to work</td>
<td>accumulated sleep debt</td>
</tr>
<tr>
<td>combinations of day shifts and night shifts</td>
<td>• Drivers with poor health habits such as excessive smoking, drinking, and use of</td>
</tr>
<tr>
<td>• Schedulers not rostering sufficient rest periods between shifts</td>
<td>caffeine</td>
</tr>
<tr>
<td>• Loaders experiencing delays in vehicle loading which impact the drivers' work</td>
<td>• Drivers with un-diagnosed or un-reported medical conditions that cause fatigue such</td>
</tr>
<tr>
<td>time</td>
<td>as insomnia</td>
</tr>
<tr>
<td>• Consignors demanding unachievable delivery times</td>
<td></td>
</tr>
<tr>
<td>• Transport company not providing appropriate facilities to enable drivers to rest</td>
<td></td>
</tr>
<tr>
<td>• Transport company payment schemes that incentivise drivers to skip rest breaks</td>
<td></td>
</tr>
</tbody>
</table>

Fatigue-related risks can be identified in a range of ways, such as:

- making informed opinions based on experience and industry trends
- consulting with drivers, schedulers and other appropriate workers
- inspecting rosters and schedules
- analysing hazard observations, incident and near-miss reports and other documentation
- observing scheduling, loading and driving-preparation activities
- auditing the Fatigue Risk Management Framework annually

Treat risks

The LORA Way
E-P-8-0542a
E-P-8-0542a Heavy Vehicle Driver Fatigue Management Procedure v2
(Revised November 2015)
Heavy Vehicle Driver Fatigue Management Procedure

This stage involves identifying, assessing, selecting, documenting and implementing the risk treatment options that will eliminate the fatigue-related risks that will not be tolerated or minimise them if elimination is not reasonably practicable.

Common fatigue-related risk treatment controls include:

- **Scheduling:**
  - implement rosters and schedules that meet all legal work and rest hour requirements
  - use predictable rosters (where possible) that limit the number of night shifts and provide appropriate rest breaks during and between shifts
  - restrict shift work, especially night shifts, to essential tasks and projects
  - avoid high-risk, complex tasks during fatigue risk periods (e.g. 2am-6am)
  - assess new rosters or alterations to existing rosters to identify any fatigue-related risks prior to implementation
  - reduce the need for workers to be on-call
  - consider the impact of work-related phone calls that disrupt a worker’s sleep while not at work

- **Monitoring and supervision:**
  - provide suitable supervision during shift work (especially high-risk tasks)
  - monitor workers for signs of fatigue
  - conduct random fatigue assessments of workers
  - monitor rosters, schedules and trip plans for risks

- **Contingency plans:**
  - provide a process for fatigued workers to stop work and report to their supervisor (without penalty) rather than continuing working and risking a fatigue-related incident
  - provide a process to manage a fatigued worker (e.g. re-allocate to suitable alternate duties or send home to gain suitable rest)

- **Policies, procedures and tools that:**
  - communicate the roles, responsibilities and requirements of the Fatigue Risk Management Framework
  - enable those roles with control or influence over driver fatigue to eliminate or minimise fatigue-related risks (e.g. Journey Management Plans, Driver Fitness for Duty Checklist)

- **Information and training on:**
  - roles, responsibilities and requirements of the Fatigue Risk Management Framework
  - legal work and rest hour requirements and other requirements under the legislation
  - identifying the signs of fatigue in yourself and others
  - managing work and non-work related fatigue

- **Counselling, support and treatment:**
  - provide a confidential Employee Assistance Program (EAP) through an external service provider that is available to all workers and their families (places emphasis on the recognition and management of fatigue)
Heavy Vehicle Driver Fatigue Management Procedure

- provide treatment and/or support for workers who experience fatigue-related issues

All risks, risk treatment controls and responsible persons must be recorded in the Risk Register or Project Risk Assessment and implemented into any relevant documentation such as SWMS.

Fatigue Management Operating Standard

All driver schedules must be drafted in accordance with the fatigue hours in line with ‘Standard’, ‘Basic’ or ‘Advanced’ operating standards. The scheduling checklist can be used to assist when planning driver schedules. Any exception to the daily maximum work hours can only be authorised by the supervisor in the event that a comfortable rest area cannot be reached. Schedulers must ensure suitable driver rest facilities are planned for within the daily driver trip schedule in attempts to avoid such risks.

Standard Hours

Most Laing O’Rourke projects and operations will operate in accordance with ‘Standard Hours’ Fatigue Management. Standard Hours drivers can work up to a maximum of 12 hours in any 24 hour period. The below table for solo drivers sets out the minimum rest and maximum work hours and includes basic record keeping requirements.

<table>
<thead>
<tr>
<th>Time</th>
<th>Work</th>
<th>Rest</th>
</tr>
</thead>
<tbody>
<tr>
<td>In any period of…..</td>
<td>A driver must not work for more than a maximum of….</td>
<td>And must have the rest of that period off work with at least minimum rest break of….</td>
</tr>
<tr>
<td>5 ½ hours</td>
<td>5 ¼ hours work time</td>
<td>15 continuous minutes rest time</td>
</tr>
<tr>
<td>8 hours</td>
<td>7 ½ hours work time</td>
<td>30 minutes rest time in blocks of 15 continuous minutes</td>
</tr>
<tr>
<td>11 hours</td>
<td>10 hours work time</td>
<td>60 minutes rest time in blocks of 15 continuous minutes</td>
</tr>
<tr>
<td>24 hours</td>
<td>12 hours work time</td>
<td>7 continuous hours stationary rest time*</td>
</tr>
<tr>
<td>7 days</td>
<td>72 hours work time</td>
<td>24 continuous hours stationary rest time</td>
</tr>
<tr>
<td>14 days</td>
<td>144 hours work time</td>
<td>2 x night rest breaks# and 2 x night rest breaks taken on consecutive days</td>
</tr>
</tbody>
</table>

* Stationary rest time is the time a driver spends out of a regulated heavy vehicle or in an approved sleeper berth of a stationary regulated heavy vehicle.

# Night rest breaks are 7 continuous hours stationary rest time taken between the hours of 10pm on a day and 8am on the next day (using the time zone of the base of the driver) or a 24 continuous hours stationary rest break.
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Drivers returning from leave
There is an increased fatigue risk for a driver returning from leave.Schedulers must ensure drivers are consulted prior to long distance journeys and additional break times are considered.

Monitor and review
This stage involves the ongoing monitoring and review of the fatigue-related risks and their controls.
The monitoring and review process can take place on a:

- day-to-day basis as part of daily operations
- ad-hoc basis, for example, after an incident has been reported
- scheduled basis as part of annual audit processes

If non-conformances or new risks are identified, then the risk management process will need to be repeated to make further decisions about risk treatment.

Supporting records
The following records are created, maintained and reviewed as part of the requirements of this procedure:

<table>
<thead>
<tr>
<th>Document</th>
<th>When to use</th>
<th>Accountable / Responsible</th>
<th>Record storage location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driver Fitness for Duty</td>
<td>Quarterly</td>
<td>A – Transport Manager R – Transport Supervisor</td>
<td>S-drive</td>
</tr>
<tr>
<td>Toolbox Talk</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Driver Work Diary</td>
<td>For all driving and driving related activities</td>
<td>A – Supervisor R – Driver</td>
<td>S-drive</td>
</tr>
<tr>
<td>E-G-8-0542b Work &amp; Rest Hours Planner Guide</td>
<td>As required to check the correct work and rest hours are being followed</td>
<td>A – Supervisor R – Supervisor, Driver</td>
<td>Guidance only</td>
</tr>
<tr>
<td>E-G-8-0533c Vehicle Loading and Unloading Times Guidance</td>
<td>When planning driver schedules and re-scheduling timeslots</td>
<td>A, R- Scheduler</td>
<td>Guidance only</td>
</tr>
<tr>
<td>E-T-8-0960 Journey Management Plan</td>
<td>For each Heavy Vehicle journey of 100km or further</td>
<td>A – Supervisor R – Driver, Supervisor</td>
<td>S-drive</td>
</tr>
<tr>
<td>E-C-8-0542c Scheduler Checklist</td>
<td>As required to review schedules, rosters and plans</td>
<td>A, R- Scheduler</td>
<td>S-drive</td>
</tr>
<tr>
<td>E-T-8-0542k Driver Trip Schedule</td>
<td>Daily</td>
<td>A – Supervisor R – Driver</td>
<td>S-drive</td>
</tr>
</tbody>
</table>
Supporting Policies and Procedures

This procedure should be read and followed in conjunction with:

- **Heavy Vehicle Speed Management Procedure**
- **Heavy Load Management Procedure**
- **E-G-8-0533d Heavy Vehicle Guidance**
- **SR17 Hazard and Near Miss Reporting**
- **SR12 Incident Investigation and Reporting**
- **SR01 Risk Assessment and SID**
- **PS15 Fatigue Management**
- **PS45 Fitness for Work**
- **PS30 Alcohol and Other Drugs**
- **PS35 Journey Management**