



## Pike River Recovery Agency

# Fatigue and Stress Management Policy and Procedure

Date of Issue	Review Date
20/03/2019	31/01/2020
21/04/2020	31/03/2021
22/06/2020	12/05/2021

### Purpose

The Pike River Recovery Agency (“the Agency”) is committed to having a positive health, safety and wellbeing culture and robust health, safety and wellbeing practices. Our vision is **No Harm to Anyone** – for the full life of the project

As part of achieving this the following policy and procedure has been developed for the proactive management and control of fatigue and stress.

### Scope

This policy applies in full to employees of the Agency (including secondees and people attached to the Agency) and any person employed by a labour hire organisation to perform work for the Agency

Specific provisions apply (as indicated) to contractors and sub-contractors providing services to the Agency, and their employees and agents

### Help

Please contact the Chief Operating Officer (in his capacity as Site Senior Executive), the Chief of Staff, Health and Safety Manager or a Health and Safety Representative for more information if required.

### Definition of terms

Fatigue	A temporary inability, decrease in ability or strong disinclination to respond to a situation or carry out required work in a safe and effective manner because of inadequate recuperation from previous activity (mental, emotional or physical)
Work-related Stress	A perception of not being able to cope with the demands of the work environment which is of concern to the person concerned and is associated with a negative emotional response
Stressors	Events or circumstances which may lead to a perception that physical or psychological ability to cope is about to be exceeded, and which results in pressure on the person concerned. Stressors may arise from factors at work, at home, or elsewhere
Policy	A statement of intent by the Agency that defines the minimum goals to be achieved and maintained. Should be signed by the highest authority – the Chief Executive.
work group	The work group can be the whole workplace or it can be worker/s grouped by work areas, occupations, work sites or other arrangements.
workplace	All Agency premises and Agency vehicles



## Policy statements

1. Effective management of fatigue and stress will be taken into account in the planning and scheduling of work tasks. Where worker fatigue is a potential factor a risk assessment must be carried out (or have been carried out) which includes full consideration of the potential for fatigue to occur in the course of such work, and what effective control measures will be put in place to manage this. As part of this consideration will be given to the impact of factors including psychological factors associated with the nature and context of the work the Agency is undertaking, noise and vibration, temperature, humidity, lighting, and water/mud on worker fatigue.
2. Full consideration will also be given to potential worker fatigue implications before any changes are proposed or implemented to existing shift and roster arrangements.
3. Ordinary hours of work for employees of the Agency are currently:
  - a. 40 hours per week to be worked in line with normal mine or office opening hours (Monday to Friday); or
  - b. A 12 hour shift roster of 4 days on – 4 days off; or
  - c. 40 hours per week on a combination of (i) day shifts working 7am to 3pm Monday to Friday, and (ii) afternoon shifts working 2pm to 12 midnight Monday to Thursday; or<sup>1</sup>
  - d. 90 hours per week on a combination of (i) day shifts working 7am to 5pm Monday to Friday, and (ii) back shift working 4:30pm to 2:30am Monday to Thursday<sup>2</sup>.
4. In addition to requirements set in applicable employment agreements, maximum hours of work guidelines as follows will apply to all normal rostered work, and to any extended work that may be required to deal with urgent, time-sensitive or emergency situations:
  - a. Normal hours in a scheduled shift – 12 hours
  - b. Maximum hours in a scheduled shift – 13 hours
  - c. Maximum hours in any 24 hour period – 16 hours (including time required to travel to and from work)
  - d. Maximum hours in any seven day period – 72 hours
  - e. Maximum hours in any 14 day period – 120 hours
5. Any work beyond these maxima will only be permitted at the mine site and only in exceptional and pressing circumstances. It must be approved by the Site Senior Executive/Mine Manager after consultation with the Chief Executive of the Agency. Any such approvals and the factors considered will be recorded in writing. A copy of all such approvals will be provided to and reviewed by the Health and Safety Committee.
6. In considering any such proposal the Site Senior Executive/Mine Manager will consider whether the employee/s concerned are already showing any signs of fatigue; when they last slept, ate/drank, and had a workbreak (and for how long), the work required during the shift and in the period beyond the normal limits, and what arrangements can be put in place to manage the risk of fatigue-related harm (e.g. arrangements for transport home).
7. Adequate and regular rest breaks will be also provided within and between periods of work. The provisions set out in the schedule in **Appendix Two** (which summarises the requirements of the Employment Relations Act as amended by the Employment Relations Amendment Act 2018) will be complied with.

---

<sup>1</sup> This arrangement was effective from 10 February 2020.

<sup>2</sup> Hours of work updated as a result of our risk assessment and change management process which involved workforce participation. This arrangement is a temporary change and effective from 25 June 2020, subject to a review at the end of July 2020.



8. Before considering driving, whether going-to or leaving the mine site, a self assessment must be undertaken, to ensure person is safe to drive. If feeling fatigued:
  - a. Take a nap before driving; or
  - b. Arrange an alternative driver.
  - c. If unable to attend work because of fatigue, notify Supervisor immediately and sick leave will apply.
9. During travel time, if the driver is showing signs of or feeling fatigue, the following must be done:
  - a. If driving with other persons in the vehicle, safely pull over and request for a replacement driver to carry on the journey.
  - b. If driving alone, safely pull over and take a break/nap until safe to continue driving. If heading home, notify next of kin of travel delay before rest. If heading to mine site, notify supervisor of travel delay before rest.
10. If personnel are affected by fatigue and any situation described in (8) or (9) are applicable, the affected person must notify their supervisor/Mine Manager as soon as possible of the situation and a “Confidential Fatigue Report” Form (See **Appendix Three**) will be filled out.
11. Managers/supervisors and workers will be trained to recognise the signs of stress and/or fatigue in themselves and others. Where an employee is identified as potentially suffering from stress and/or fatigue (by self-report or otherwise), action will be taken as follows:
  - a. The matter will be discussed in a sensitive and (wherever possible) confidential manner with the employee concerned.
  - b. If it appears that the employee is suffering from stress and/or fatigue, a rest break of appropriate duration will be provided if the employee is likely to resume work after such a break, and they will then be reassessed.
  - c. If the employee is no longer suffering from stress or fatigue, they can resume work and their condition will be monitored as appropriate in the circumstances.
  - d. If the employee is not considered to be fit to resume work by their manager/supervisor they will cease work and the remainder of their rostered work time will be taken as sick leave.
  - e. In any such case the employee will be given an extended rest period before driving, or transport will be arranged and provided for them to return home.
  - f. Consideration will be given to appropriate action to allow the source/s of stress and/or fatigue to be identified (including any work or job-related factors), to identify any corrective action that should be taken by Agency management, and to assist/support the employee. In appropriate cases this may require assessment by a health professional or counsellor (via the Employee Assistance Programme or otherwise).
12. Any and all incidents, observed risks, and near miss situations will be reported promptly.
13. Observation of employees for potential fatigue will be carried out as part of monthly internal safety audits.
14. Measures to ensure that noise, vibration, temperature and psycho-social stressors are managed effectively will be included in the Worker Health Principal Control Plan.
15. Scheduled monitoring will be carried out by an independent organisation of dust, noise, vibration and other aspects of the physical working environment underground.
16. A special tailored programme of preparation and support will be developed in collaboration with the NZ Police for employees (and their families) who may be required in the course of their duties to:
  - a. Encounter and/or deal with human remains or other things of potential emotional impact and significance.
  - b. Engage with families of victims, and with survivors, on such matters.



## Assessment of, and responses to, potential impairment due to stress and/or fatigue

The guidelines attached as **Appendix One** may be used by managers/supervisors to assess potential impairment and possible responses to this.

Information provided and collected for this purpose will be kept in a secure system. Confidentiality will be maintained on a strict 'need to know' basis, and information will only be used and disclosed for reasons directly relevant to the management of stress and/or fatigue.

### Contractors and sub-contractors

Contractors and sub-contractors are expected and required to:

- a) Ensure that they and their employees and agents are fit for work when they are working at Agency workplace and are not suffering from excessive or unsafe levels of stress or fatigue
- b) They have policies and procedures in place that manage the risk of this proactively and effectively
- c) Respond promptly and appropriately to any signs (or expressions of concern) that they or any of their employees or agents may be suffering from stress or fatigue.

### Review

The Agency will review this policy and procedures document by 12 May 2021, or earlier if required.

## Responsibilities of roles within the Agency are summarised below:

### Responsibilities of the Chief Executive (CE)

- The CE is responsible for approving the policy and procedures and is the policy owner
- The CE is an officer under the HSWA and must exercise due diligence to ensure that the Agency complies with its duties and obligations.

### Responsibilities of the Senior Leadership Team (SLT) who are direct reports of the CE including the Site Senior Executive

- SLT is responsible for ensuring the Agency meets the requirements of the relevant legislation, regulations and standards.
- SLT is responsible complying with the policy and procedures and for ensuring that the employees they are responsible for are informed about the policy, their entitlements and obligations under it, and the importance of the policy and procedures being complied with in all respects.
- SLT is also responsible for ensuring that the employees they are responsible for receive relevant training as required

### Responsibilities of the Site Senior Executive

- The legislative responsibilities of the Site Senior Executive are prescribed in the Health and Safety at Work (Mining Operations and Quarrying Operations) Regulations 2016 including responsibility for ensuring the operation of the Pike River mine meets the requirements of the relevant legislation, regulations and standards and is responsible for identifying principal hazards and for having principal hazard management plans in place which gives effective to this policy.



### **Responsibilities of Managers/Supervisors**

- Managers/supervisors must take all reasonable and practical steps to make sure that:
  - a) The requirements of the policy and procedures are complied with
  - b) No employee is placed in a situation where they are likely to suffer from excessive or unsafe levels of fatigue or stress at work. This includes ensuring that adequate training and resources are available to allow employees to carry out their duties safely and effectively, and that employees are able to carry out the work assigned to them without becoming unduly fatigued
  - c) Any signs or reports of stress or fatigue are assessed promptly and, where appropriate, discussed and reviewed with the employee concerned
  - d) They monitor the apparent well-being of the employees they are responsible for, and be aware of (and responsive to) circumstances – whether work-related or otherwise – that may cause employees to suffer from stress and fatigue at work
  - e) Employees are encouraged and supported to identify, raise and report any actual potential issues of concern
- Take the potential for fatigue and stress into account when scheduling tasks and rest breaks (e.g. avoiding the scheduling of critical tasks when levels of energy and concentration may be particularly low (e.g. between 3.00 am and 5.00 am and between 3.00 pm and 5.00 pm))

### **Responsibilities of elected Health and Safety Representatives**

- Health and Safety Representatives represent the views of employees on health, safety and wellbeing issues in the workplace.

### **Functions and powers of industry health and safety representatives**

- Industry health and safety representatives appointed under Clause 17 of the Schedule 3 to the Health and Safety at Work Act 2015 have the functions and powers set out in Clause 19 of the Schedule

### **Responsibilities of Employees**

- All employees are required to ensure that, to the best of their ability, they have the physical and psychological capacity to fulfil their duties. This includes:
  - a) making sure that non-work activities (including any secondary employment) are managed to allow them to carry out their duties and responsibilities safely and effectively
  - b) coming to work in a fit state having done everything possible to get sufficient rest/sleep
  - c) eating and drinking enough to avoid the debilitating effects of hunger and thirst
  - d) monitoring themselves for signs of stress or fatigue
- Employees are responsible for taking their own steps to manage the risk of fatigue during shift work including:
  - a) turning up in a fit state for work having done everything possible to get a good sleep and rest; and
  - b) recognising the signs and symptoms of fatigue
- All employees should discuss any concerns about stress or fatigue they may be suffering from with their manager or supervisor as soon as possible, and before they or others are put at risk. They must also let their manager or supervisor know if:
  - a) they start showing or feeling the signs and symptoms of fatigue



- b) they feel an assigned or required task is – or may be – beyond their capability
  - c) they have any concerns about fellow workers possibly suffering from stress or fatigue
  - d) there have been any fatigue-related incidents or near misses
- Employees should consider making use of the Employee Assistance Programme (EAP) if this would be useful to them.

## **Related Agency policies and documents**

- Health, Safety and Wellbeing Policy
- Drug and Alcohol Policy and Procedures
- Worker Health Principal Control Plan and Worker Health Principal Control Plan audit

## **Relevant legislation and regulations**

This policy's statements and the mandatory procedures are guided by the following legislation and regulations:

- Employment Relations Act 2000 (and amendments)
- Health and Safety at Work Act 2015 (including Schedule 3)
- Health and Safety at Work Regulations 2016
  - General Risk and Workplace Management
  - Worker Engagement, Participation and Representation
  - Mining Operations and Quarrying Operations



## Appendix One

### ASSESSMENT OF POSSIBLE IMPAIRMENT AND APPROPRIATE RESPONSES

#### STEP 1 - Observation

Has there been a significant change in the person's functioning or behaviour? If so, what?

##### *Physical symptoms*

Are there indications of?

- Bloodshot eyes
- Slower movement
- Poor co-ordination
- Reduced response times (e.g. slower than normal response to radio or telephone calls)

##### *Cognitive functioning*

Are there indications of?

- Distraction from task
- Poor concentration or lapses in concentration
- Not completing tasks
- Short term memory loss (e.g. forgetting instructions)
- Nodding off for short periods
- Fixed gaze or (reported) blurred vision

##### *Emotion/Motivation*

Does the person seem:

- Depressed
- Irritable
- Easily frustrated
- Lacking in motivation

#### STEP 2 – Risk Assessment (if required/indicated following Step 1)

Has an actual incident or near miss situation occurred?

Has the person been identified by themselves or someone else as being potentially impaired by stress and/or fatigue?

Is there a risk associated with the person's functioning and/or behaviour? (to themselves, to others, to plant/equipment/infrastructure?)

Does this risk appear to be high, moderate or low?

Are there grounds for concern about the person's wellbeing?



### STEP 3 – Discussion

How does the person explain or account for what has been observed?

What information can be identified and assessed about the following factors?

#### *Sleep*

Hours since last sleep

Length and quality of that sleep

Any recent changes in sleeping habits

Possible reasons of poor or insufficient sleep

#### *Stressors*

Any particular factors that may be causing stress

Current/recent work

Tasks carried out during current shift/work period (including any tasks 'high risk' for fatigue)

Time spent working on particular tasks

#### *Breaks*

Time since last break

Duration of that break

#### *Self-management*

Time since last food and drink consumed

Strategies the person uses to manage stress and/or fatigue

Drug or alcohol impairment?

Is there reason to believe that impairment is caused by drugs or alcohol (refer to Drug and Alcohol Policy and Procedures if required)

### STEP 4 – Action (if/as appropriate)

Is intervention necessary and appropriate in this case?

Should arrangements be made for a 'probable cause' drug and/or alcohol test?

Should action be taken now to:

- Vary or rotate assigned work tasks
- Provide a break from work
- Have the person cease work for the day and return home



**STEP 5 – Follow up (if/as appropriate) after discussion with Mine Manager and/or Chief of Staff**

Is this the first incident of this kind, or have there been others in the past?

Is any follow up action required?

- Review of, or changes to, existing work practices?
- A period of leave for the employee?
- Enhanced monitoring and/or 'on the job' support?
- Referral to a medical professional or counsellor (via EAP or otherwise)?
- Refresher training on stress and/or fatigue management?
- Employment investigation?
- Other?

Complete incident report and action taken (including whether/what follow up action was taken). To be signed by employee and manager/supervisor



## Appendix Two

EMPLOYMENT  
NEW ZEALAND



### Minimum rest and meal breaks for employees

Length of employee's work period	Minimum number of rest and/or meal breaks	If the employer and employee cannot agree to the timing of breaks, an employer must provide breaks at the following times, so far as is reasonable and practicable.
2.00 - 4.00 hours	1 x 10 minute paid rest break	In the middle of the work period
4.01 - 6.00 hours	1 x 10 minute paid rest break	One-third of the way through the work period
	1 x 30 minute unpaid meal break	Two-thirds of the way through the work period
6.01 - 10.00 hours	1 x 10 minute paid rest break	Halfway between the start of work and the meal break
	1 x 30 minute unpaid meal break	In the middle of the work period
	1 x 10 minute paid rest break	Halfway between the meal break and the finish of the work period
10.01 - 12 hours	1 x 10 minute paid rest break	Halfway between the start of work and the meal break
	1 x 30 minute unpaid meal break	In the middle of the first 8 hours of work
	1 x 10 minute paid rest break	Halfway between the meal break and the end of the first 8 hours of work
	1 x 10 minute paid rest break	Halfway between the end of the first 8 hours of work and the end of the work period
12.01 to 14 hours	1 x 10 minute paid rest break	Halfway between the start of work and the first meal break
	First 30 minute unpaid meal break	In the middle of the first 8 hours of work
	1 x 10 minute paid rest break	Halfway between the meal break and the end of the first 8 hours of work
	1 x 10 minute paid rest break	One third of the way between the end of the first 8 hours of work and the end of the work period
	Second 30 minute unpaid meal break	Two thirds of the way between the end of the first 8 hours of work and the end of the work period
14.01 to 16 hours	1 x 10 minute paid rest break	Halfway between the start of work and the first meal break
	First 30 minute unpaid meal break	In the middle of the first 8 hours of work
	1 x 10 minute paid rest break	Halfway between the first meal break and the end of the first 8 hours of work
	1 x 10 minute paid rest break	Halfway between the end of the first 8 hours and the second meal break
	Second 30 minute unpaid meal break	Halfway between the end of the first 8 hours and the end of work
	1 x 10 minute paid rest break	Halfway between the second meal break and the end of work



## Appendix Three

### Confidential Fatigue Form

Name:	
<b>When did it happen?</b>	
Date/Time	
Describe the roster on which the event happened	
Describe the shift on which the event happened	
<b>What happened?</b>	
Describe how you felt (or what you observed)	
Please circle how you felt	1) Fully alert, wide awake 2) Very lively, somewhat responsive, but not a peak 3) OK, somewhat fresh 4) A little tired, less than fresh 5) Moderately let down, tired 6) Extremely tired, very difficult to concentrate 7) Completely exhausted
<b>Why did it happen?</b>	
Fatigue prior to duty? Y / N	How long had you been awake when the event happened?
Home? Y / N	____ hrs. ____ min.
Shift itself? Y / N	How much sleep did you have in the <u>24hrs. before</u> the event?
Personal? Y / N	____ hrs. ____ min. How much sleep did you have in the <u>72hrs. before</u> the event? ____ hrs. ____ min.
Other comments?	
<b>What did you do? (actions taken to manage fatigue)</b>	
<b>What could be done? (suggested corrective actions)</b>	