



Fatigue Management

OHS-PROC-406



This document applies to:

All Sites



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1.0 Purpose

This procedure defines Stanwell's minimum mandatory requirements for managing risks associated with fatigue, unless other legally binding requirements exist that are more conservative (e.g. in an award or employment agreement).

This procedure also prescribes the Stanwell requirements associated with the identification and management of situations that may be associated with employee fatigue. Where reasonable and practicable, additional or alternative requirements prescribed by Stanwell customers or a Client (where Stanwell or its subsidiary is engaged as a Contractor) must be adhered to, provided minimum legislative requirements are also satisfied.

2.0 Scope

This Business Procedure applies throughout Stanwell, its subsidiaries, and all activities under Stanwell's control. It applies to all employees and contractors representing or working for Stanwell and its subsidiaries, and to visitors to Stanwell workplaces. This procedure is designed to help manage the health, safety and psychosocial risks resulting from fatigue-related impairment; any possible longer-term effects of specific work patterns or shift-based work in general are not considered in this procedure. Additional requirements may also apply to commuting to and from work where travel time will have a significant impact on fatigue.

3.0 Consequences of Fatigue

In a work context, fatigue is a state of mental and/or physical exhaustion which reduces a person's ability to perform work safely and effectively. Fatigue can significantly affect the ability to communicate clearly, work productively, and react optimally in safety critical situations, as well as affect health and wellbeing. Fatigue reduces alertness which may also lead to errors and an increase in incidents and injuries. A critical consequence of fatigue is an individual or team's reduced self-awareness of their fatigue-related impairment and their compromised ability to assess their fitness for duty. This is one reason why proactive monitoring of fatigue is important.

4.0 Causes of Fatigue

Factors that contribute to fatigue may be work related, non-work related, or a combination of both, and can accumulate over time, refer to Table 1 below.

Table 1. Factors contributing to fatigue

Work-related	Non-work related
Cumulative hours worked	Medical conditions
Task demands (workload, time pressure)	Sleep disorders
Hazardous manual tasks	Diet
Predictability of roster	Alcohol and drugs
Type of work (physical/cognitive/emotional)	Age
Accommodation	Sleep quality and quantity
Time of day of work	Time of day that sleep occurs
Commuting	Family and social life
Recovery periods between shifts	General health
Roster cycle length	Exercise
Shift length	Lifestyle choices
Payment incentives	Environmental factors affecting sleep (noise, heat, light)
Environmental stressors at work (e.g. light, noise, climate, vibration)	Secondary employment and voluntary work
Organisational culture	

Work-related	Non-work related
Interaction or combination of any of the above or other psychosocial hazards.	

Source: Preventing and managing fatigue-related risk in the workplace, Workplace Health and Safety Queensland, 2020.

5.0 Responsibilities

5.1 Shared Responsibility

The management of fatigue is considered a shared responsibility between an organisation and its employees, contractors and sub-contractors as illustrated in Figure 1. The organisation is responsible for providing a safe system of work, which includes the development, implementation and management of working time schedules, and the establishment of a safe work environment and work practices. Individuals are responsible for maintaining fitness for duty by considering their lifestyle and other (e.g. medical) factors and managing them appropriately.

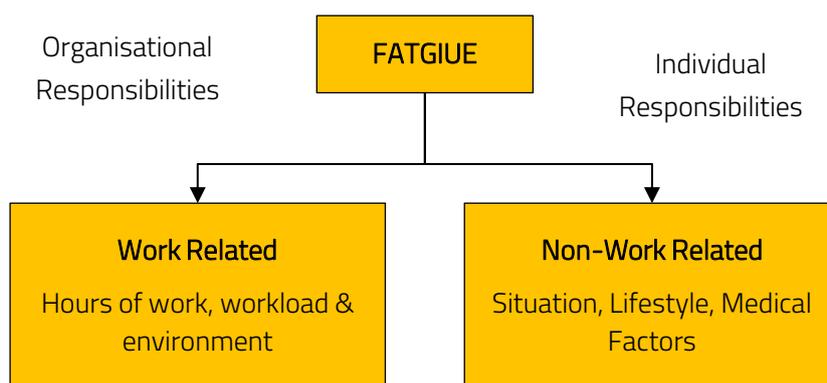


Figure 1. Fatigue Shared Responsibility Model

5.2 Stanwell

So far as is reasonably practicable, Stanwell will:

- provide the information, training, instruction or supervision necessary to protect persons from fatigue related risks arising from work;
- offer assistance to any employee considering the individual's right to privacy and confidentiality;
- provide leadership and commitment through the allocation of resources for the establishment, implementation, evaluation and periodic updating of fatigue management;
- have processes to monitor and review fatigue management at Stanwell, including fatigue assessment and governance audits, which are reviewed by interested parties across the organisation;
- develop and implement agreed working rosters to help ensure adequate opportunities for sleep are provided;
- encourage personnel to notify their Leader if their capacity to work safely is impaired to an unacceptable level by fatigue without fear of adverse repercussions;
- provide suitable accommodation for individuals when they are required to travel for work;
- provide an Employee Assistance Program (EAP) that places emphasis on the recognition and management of fatigue; and

- provide all workers (contractors and visitors) access to this procedure to ensure requirements and responsibilities are able to be reviewed and understood (accessible via Stanwell.com).

5.3 General Manager

General Managers are responsible for:

- implementing this procedure;
- investigating apparent and possible breaches of the provisions of this Procedure;
- taking appropriate actions where breaches of the Procedure have occurred;
- ensuring the workplace induction processes reference fatigue management as part of the fitness for work requirements at Stanwell;
- ensuring investigations of incidents consider the possible contribution of fatigue;
- assisting Supervisors and Managers in applying this procedure, including facilitating access to counselling, rehabilitation and other assistance services when required;
- reviewing and approving relevant fatigue assessments and risk assessments (including psychosocial risk assessments) to ensure the proposed work to be undertaken is appropriate and relative to the risk, and suitable controls are implemented to manage the risk of fatigue;
- monitoring the application of this procedure and delegating appropriate internal and/or external resources to periodically assess suitability and adequacy, and identifying any aspects that can be improved and reporting accordingly about those matters; and
- ensuring Sites review and monitor fatigue assessments through their Health, Safety & Environment Committee.

5.4 Superintendent and Supervisor

Superintendents and Supervisors are responsible for:

- keeping informed on fatigue related risks and risk management on an ongoing basis to eliminate and otherwise minimise the causes and consequences of work-related fatigue;
- developing the capability of workers to appropriately identify fatigue, support them in the assessment of fatigue risk and ensure adequate controls are implemented;
- ensuring that, to the extent possible, fatigue is considered in planning working rosters, work allocation and scheduling;
- identifying and advising the relevant General Manager about issues with the practical application of this procedure and any possible opportunities for improvement;
- consulting with appropriate stakeholders about work hours and other details that can impact on fatigue;
- arranging suitable alternate duties (where possible) and/or a safe location to rest/sleep for a person impaired by fatigue during a shift;
- ensuring investigations of incidents consider the possible contribution of fatigue;
- participating in fatigue risk management initiatives as required; and
- facilitating other required actions as defined in this procedure.

5.5 HSE Personnel and Rehabilitation & Return to Work (RTW) Coordinator

HSE Personnel and RTW Coordinators are responsible for:

- ensuring critical information regarding this procedure is provided through relevant education and information to workers;
- offering to arrange support, counselling and medical advice for employees;
- providing advice on establishing suitable alternate duties (where possible);
- maintaining records and reporting fatigue-related data; and
- periodically assessing the auditability and adequacy of this procedure and identifying aspects that can be improved and reporting accordingly about those matters.

5.6 All Personnel

All personnel (employees, contractors, subcontractors and visitors) must:

- not wilfully place their own or others health and safety at risk due to fatigue;
- make every reasonable effort to be fit for duty whilst:
 - at work;
 - on call;
 - driving a vehicle related to fulfilling duties and commuting to and from site; or
 - operating plant or equipment related to fulfilling duties;
- notify their Supervisor (or host if a visitor) if:
 - there is any risk to themselves or others due to the effects of fatigue; or
 - their work performance is likely to be affected by fatigue;
- notify their Supervisor or other responsible person immediately if a person will not self-manage their potential impairment where there is a potential risk to health and safety;
- communicate the obligation to comply with this procedure where there is a risk relating to fatigue;
- participate in fatigue management education;
- participate in fatigue assessments, fatigue risk assessments, and fatigue risk reviews, if requested;
- report any actual or potential fatigue risks; and
- fulfil their obligation to arrive at work fit for duty, and report anytime they may not be.

5.7 Stanwell Contract / Overhaul Administrator

Responsible for:

- ensuring that information in this procedure is provided with the contract documentation; and
- advising contractors of their role in complying with Stanwell's fatigue management procedure including sharing the procedure and detailed responsibilities with sub-contractors.

5.8 Contracting Company

Requirements for contracting companies include:

- implementing a fatigue risk management system that shall, as a minimum, comply with this procedure;
- being individually responsible for ensuring accommodation is available and is a suitable place for sleep for their employees and contractors;
- providing to Stanwell, upon request, working time records and travel history for the 7-day period leading up to the onsite commencement date for the site. Documentation regarding all workers is to be kept on record prior to the commencement of any contract;
- prior to commencement on site, ensuring their workers are fit for duty by providing a sufficient break to allow for adequate restorative sleep and preparation; and
- all travel time when in control of a vehicle prior to the commencement and after the completion of work is considered as part of the assessment of fatigue.

6.0 Counselling and Support

6.1 Employee Assistance Program (EAP)

Stanwell provides a confidential Employee Assistance Program (EAP) through external service providers that is available to all Employees and their families free of charge. Contact details of the EAP and counselling services

are located at each Stanwell workplace or on the Stanwell intranet. Stanwell can provide information regarding these services and will arrange an appointment on request. An Employee may directly contact the Stanwell EAP or counselling services if they choose.

6.2 Employee Treatment/Support

Stanwell recognise that some employees may require treatment and/or support for fatigue-related factors. If an employee believes they require assistance, or where Stanwell considers an individual may require assistance, that employee will be encouraged to contact:

- EAP Counsellors;
- Community Health Services;
- Support groups or other specialist services;
- Rehabilitation and Return to Work Coordinators;
- A Medical Practitioner (e.g. if a possible sleep disorder exists but is not currently treated); and/or
- An Occupational Health Nurse or HSE Professional.

Stanwell will, in all cases, offer an appropriate, fully funded treatment and/or support programs in accordance with their requirements for Workplace Rehabilitation and Workcover claims. Any employee who participates in a treatment and or support program to manage a fatigue-related issue will be granted any appropriate leave (which may include special leave) in accordance with Stanwell's workplace industrial instruments.

7.0 Privacy and Confidentiality

The use of information gained as a result of a fatigue risk assessment will be strictly limited to purposes consistent with this Procedure. Stanwell will ensure that Employee, Contractor and Visitor information is kept confidential and secure. All documentation and requests for disclosure will be handled according to relevant Legislation. Information will only be used for the purpose of determining fitness for duty, assignment of appropriate duties or treatment/support purposes.

Stanwell will only release information to a third party as required by law, and with the written permission of the General Manager after the individual concerned has been advised, and this advice documented. Records of fatigue assessments are not to be shared by the company to any future Employer (except in the case of a transmission of business where the Employees transfer their employment to the new owner).

Records of fatigue assessment results of Contractors will be kept secure and not passed on to any person other than their Employer's nominated representative.

Stanwell will take all reasonable steps to respect the privacy and confidentiality of individuals participating in fatigue management. The behaviour and actions of all parties involved will be under close scrutiny with regards to maintaining the privacy and confidentiality of individuals being assessed. Concerns about privacy and confidentiality should be reported to their Supervisor, Health and Safety Representative or Union Delegate. Breaches of confidentiality are considered a serious matter and will be treated in accordance with Stanwell's performance management process.

Where relevant to an incident investigation, the records will only be referenced in the investigation and flagged with the appropriate cross-referencing. These records will be kept in accordance with the regulatory requirements.

8.0 Supervision

Work involving situations likely to lead to fatigue must be adequately supervised by a person who understands how to manage related issues, and who is authorised to make the necessary decisions where higher fatigue risk exposures are identified.

9.0 Fatigue Management Education

Stanwell will provide all employees with education on personal fatigue risk management and their responsibilities under this procedure. This education will give employees the knowledge and clear direction to manage their own fitness for duty related to fatigue. The education will allow personnel to recognise symptoms and behaviours associated with fatigue, and available support (e.g. the EAP) for the application of this procedure.

Managers, Supervisors, Planners and HSE Personnel, including on-site industrial representatives, will participate in more detailed education as required. Such additional education may include topics such as procedures for risk assessments, call-outs, reporting of fatigue before or during scheduled work periods, and any other topics considered necessary.

10.0 Fatigue Risk Management System

10.1 Risk Assessment

Sites must identify and manage all reasonably foreseeable factors that could increase the risk of fatigue in accordance with the *Stanwell Enterprise Risk Management Framework (GOV-PROC-37)* and *Enterprise Risk Management Procedures and Guidance (GOV-PROC-59)*.

When assessing risks, contributors to fatigue should not be considered in isolation. For example, job demands, hours of work and environmental conditions are all psychosocial hazards with potential to interact or combine which may increase the risk of fatigue in the workplace.

Fatigue related risks must be controlled through the application of the hierarchy of controls to achieve the highest level of protection that is reasonably practicable in the circumstances. Refer to the risk factors that contribute to fatigue and typical control measures outlined in Appendix B.

To support the risk assessment, the following may be applied:

- Rules for Managing Work (Section 13.0);
- *Stanwell Fatigue Assessment Form (T-1673)*; and
- *Psychosocial Risk Assessment Template (T-3898)*.

10.2 Identification of Fatigue

The identification of persons who may be affected by fatigue can occur as a result of:

- voluntary disclosure of fatigue impairment by an affected person;
- a fatigue assessment undertaken using the *Stanwell Fatigue Assessment Form (T-1673)*;
- direct observation or peer-reporting of an affected person's behaviour consistent with Appendix A;
- a task-based risk assessment or project risk assessment or register;
- a workplace incident investigation; and
- monitoring compliance with this procedure.

10.3 Assessing a Person's Fatigue Risk

The *Stanwell Fatigue Assessment Form (T-1673)* is used to assist in understanding and assessing a person's level of fatigue in the following circumstances:

- Self-assessment
- Random assessment
- With cause (post-incident) assessment
- Reasonable suspicion assessment

It is a condition of entry to Stanwell workplaces that all individuals can be assessed at any time for fatigue. The fatigue assessment will be conducted by any suitably competent person or in conjunction with any suitably competent person. Any person who is requested to undergo a fatigue assessment and refuses such a request will be required to stop work and will be subject to the relevant performance management process.

The *Stanwell Fatigue Assessment Form (T-1673)* determines a *Fatigue Risk Result* based on the signs and symptoms recorded and a self-assessment by the person being assessed. The *Fatigue Risk Result* and corresponding actions are detailed in Table 2 below.

Table 2. Fatigue risk results and corresponding actions

Fatigue Risk Result	LOW	MODERATE	HIGH
Response & Actions	<p>FIT for current duties / call out</p> <p>Continue normal work activities and self-monitor.</p>	<p>FIT for current duties / call out with additional controls</p> <p>Discuss assessment results and fatigue controls with the Supervisor. Work cannot proceed unless all necessary fatigue control measures are implemented.</p>	<p>NOT FIT for current duties / call out</p> <p>Stop performing work and discuss assessment results with the Supervisor. Identify and document work that can be performed and all additional fatigue control measures.</p> <p>General Manager (or delegate) approval required before continuing work.</p>

10.3.1. Self-Assessment

Self-assessment is a voluntary process where persons are encouraged to self-assess where they believe they may be impaired due to the effects of fatigue.

An Employee who reports or is assessed to be unfit for work as a result of fatigue impairment due to personal circumstances shall apply for appropriate leave. Leave will be granted in accordance with the relevant procedure or applicable industrial agreement. An employee's voluntary self-assessment that results in non-attendance will not be recorded in EARS; however, a copy of the assessment is to be retained in a confidential container in Content Manager.

10.3.2. Random Assessment

The HSE Committee of each workplace will set the assessment frequency, numbers and process to be followed for individuals to be randomly assessed for fatigue. Those people selected will be advised to report and undergo assessment.

Random assessments may also be initiated where there is a combination of factors that could contribute to fatigue or increase the risk of fatigue, for example:

- during an onsite planned overhaul, forced outage or other project;
- construction project occurring on-site; or
- community social event where it is likely persons may be fatigued.

10.3.3. With Cause (Post-Incident) Assessment

Where an incident or near hit has occurred in the workplace and a Supervisor or HSE professional believes fatigue was a contributing factor, or had the potential to result in injury to people and/or serious damage to plant and equipment, the person/s involved will be assessed (with cause) for fatigue, as soon as practicable by a suitably competent person. This assessment will form part of the incident investigation process.

10.3.4. Reasonable Suspicion Assessment

Reasonable suspicion is identified from the observation of signs and/or symptoms that may be displayed by a person impaired by fatigue, refer to Appendix A for typical fatigue symptoms.

If a Supervisor has a reasonable suspicion that a person is affected by fatigue, the supervisor must, as soon as possible, direct the person to stop performing any duties that, if the person is fatigued, may present a risk of injury or other undesirable outcome to themselves or others and initiate an assessment. If other individuals (e.g. employees, contractors or visitors) suspect a person at work is affected by fatigue, they should advise a Supervisor, that person's representative (e.g. Contract Administrator), or a HSE Professional.

If it is not possible or practical for the person/people in question to undertake an assessment, a Supervisor will direct them not to perform any further work. That person will remain in an area where they present no safety risk to themselves or others until they can be assessed. Alternatively, Stanwell will arrange for their safe transport to their accommodation and/or return to the workplace later.

11.0 Management of a Person Impaired by Fatigue

Where a person has been identified and/or assessed with a level of fatigue that will or may present a health, safety or psychosocial wellbeing risk, the person's Supervisor will discuss the appropriate control measures to be implemented with that person.

Where practicable, suitable alternative duties and control measures are to be selected (e.g. less physical work activities, increased supervision of work, rescheduling of tasks, rest periods, longer breaks). However, it may be determined that the person leave the workplace and return to work on their next rostered work period when safe to do so.

When it is not possible to provide suitable alternative duties and the person is required to leave the workplace, the Supervisor, Superintendent or Manager shall arrange transport for that person, including relocation of vehicle and/or return to site later.

Where the level of impairment is considered a health risk, that person should be referred to a medical practitioner or EAP counsellor. A medical certificate is to be obtained by that person prior to returning to work if that person has received medical treatment.

12.0 Fatigue Impact from Roster Alteration

New rosters or alterations to existing rosters will be subject to an assessment which may include the use of a recognised fatigue analysis tool (e.g. FAID®) and will be in accordance with existing industrial instruments.

13.0 Rules for Managing Fatigue

The duration of breaks or work limits indicated in this procedure consider the need of all individuals to achieve regular sleep plus other recovery and preparation within patterns of work, refer to Table 3 for rules for managing fatigue.

Table 3. Rules for managing fatigue

Rule	Basis	Value
Planned work - limit number of actual work hours in any 7-day period.	72 hours in any 7-day period.	72 hours maximum in any 7-day period.
Attendances – all circumstances.	Minimum of 1 day off in 14.	Minimum of 1 day off in 14.
Call-outs / Contingency – Limit number of actual work hours in any 7-day period.	Inclusive of call outs.	Normal roster plus 24 hours after which a 24-hour break must be taken without financial disadvantage.
Planned maximum hours of work per shift day (not inclusive of handovers).	12 hours.	12 hours maximum.
For activities outside the normal 7-day period (e.g. outages, forced outages and special projects) the number of actual work hours will be limited. *See Note 1.	144 hours in any 14-day period.	144 hours maximum in any 14-day period.
Handover for continuous shifts for individuals in roles such as: Operators, Supervisor, Safe Work Coordinator, OIC, Inspector etc.	In addition to 12-hour maximum shift, maximum 30 minutes per shift handover.	30 minutes.
Long break duration.	Minimum 24 hours with no financial disadvantage.	24 hours minimum.
If personnel are required to work 4 or more nights on consecutive days the person will have a minimum of 48 hours of rest after changing from night work/shift before returning to normal roster. *See Note 2.	4 or more night shifts on consecutive days.	48 hours (to support 2 night sleeps) *See Note 2.
Maximum hours worked in a 24-hour period.	16 hours.	16 hours maximum.
Unplanned contingency – after a work period of greater than 12 hours further work periods of greater than 12 hours cannot be worked unless there has been a 24 hour break.	12 hours.	Up to 16 hours.
Minimum short break duration (Hours) following a call-out or other contingency.	A minimum of 10 hours before next rostered attendance.	10 hours minimum.

* **Note 1** Written General Manager approval must be obtained based on the risk assessment for the work (*T-3818: JSEA Template* or equivalent) to ensure adequate controls are implemented to manage fatigue (refer to Appendix B).

* **Note 2** The 48-hour rest period may occur at any time during a rostered period. Breaks which fall on normal projected roster working shifts will be paid as if at work.

Note Regarding Travel:

Commuting time to/from the worksite and to/from accommodation may add significant time to the period a person is awake and/or cause an interruption to normal sleeping hours. Where travel time will have an impact on fatigue, then travel time to undertake work should be considered as part of a Fatigue Risk Assessment.

Provision of transport will always be an option for personnel who work extended hours.

14.0 Telephone Call Disturbances

When sleep is disturbed by work related telephone calls, the loss of sleep should be considered in the worker's assessment of fatigue risk level. This may result in the worker being unavailable for duties until sufficient sleep or waking up time has been achieved.

15.0 Breaks Within Shifts

Duration of breaks within shifts is covered in existing industrial instruments. Individuals, subject to existing industrial instruments may self-select the timing of work breaks within their shift to assist in managing fatigue based on the requirements of the instrument in place. Changing work tasks is not considered a break but can be beneficial for managing the fatigue associated with monotony (so long as handover risks are also considered).

16.0 Call-outs

For a call-out the following conditions will apply:

- A formal fatigue self-assessment shall be conducted where the person is required to work between the hours of 7:00pm to 7:00am. A review of the original fatigue assessment will be done if the work is to continue over 4 hours.
- At any time, where requested by the person, that person will be transported to and/or from work;
- A person may choose to drive provided they consider the following fatigue issues:
- Sleep inertia (which may require them to allow 15-30 minutes after being woken prior to driving);
- Maximum hours of work in the prior 24 hours as defined in Section 13.0; and
- Other relevant factors which may impact on their ability to drive.

There is a shared responsibility between the person requesting the call-out and that person being called out to consider the effects of fatigue and comply with the requirements of this Procedure.

17.0 Emergency and Crisis Response

In the event of a declared emergency or crisis, extraordinary hours outside of those noted in Section 13.0 may be worked and must be approved by the CEO or a Representative of the CEO after the completion of an appropriate risk assessment.

Prior to working extraordinary hours, individuals must agree to be transported home and/or to be provided a suitable place for restorative sleep. In the case of an emergency or crisis arising (e.g. rescue of personnel, fire, chemical spill, personal injury, etc.) it is important to also consider the time Emergency Personnel are on task as well as the task itself. This is particularly the case if it is expected to be a protracted event (i.e. a long-term crisis).

Regular rotation of Emergency Personnel is required to ensure adequate rest and recovery (to assist in avoiding heat stress and fatigue, and compounding effects). After emergency responses, rest breaks shall be provided to ensure adequate restorative sleep.

18.0 Extended Hours

Where a person is required to work extended hours (in the context that they are already on site and are extending the length of time that they are working), a fatigue assessment shall be conducted and documented after 12 hours of continuous work (excluding handover period) to manage fatigue risks before work can continue.

In the circumstance where work is to further continue after 14 hours, the fatigue assessment shall be reviewed (or amended) to ensure control measures remain effective and are suitable to minimise the risks.

19.0 Review Process

Review:

This Document is required to be reviewed, as a minimum, every 5 year/s, or more frequently if required, through change in Legislation, Australian Standards or workplace practices.

Any significant findings in research or technology will be brought to the attention of the Health, Safety and Environment Committees of Stanwell workplaces.

Consultation:

Personnel consulted/communicated with during the review of this document include the corporate HSE team, site HSE teams and all site HSE committees (if operational processes change) as well as any other personnel who have an interest in the process.

Communication/Requirements after Update:

This Business Procedure will be communicated to sites by GenNet.

20.0 References

Source	Reference
Legislation	<ul style="list-style-type: none"> Queensland Work Health and Safety Act 2011 Queensland Work Health and Safety Regulation 2011 Privacy Act 1988 (Cth)
Guidance Material	<ul style="list-style-type: none"> Guide for managing the risk of fatigue at work, Safe Work Australia, 2013 Preventing and managing fatigue-related risk in the workplace, Workplace Health and Safety Queensland, 2020
Business Procedures	<ul style="list-style-type: none"> Enterprise Risk Management Framework GOV-PROC-37 Enterprise Risk Management Procedures and Guidance GOV-PROC-59
Stay Safe	<ul style="list-style-type: none"> Fatigue Management Stay Safe OHS-PROC-406A
Tools	<ul style="list-style-type: none"> Fatigue Assessment Form T-1673 Psychosocial Hazard and Control Risk Assessment Template T-3898

21.0 Definitions

Word/Abbreviation	Definition
24-Hour Period	A rolling period of 24 consecutive hours.
On-Call	Persons rostered to be available to respond to plant contingencies outside their rostered attendances.
Call-Out	A period when a person is required to work outside their rostered attendance due to an unplanned event.
Circadian Rhythms	Bodily rhythms that are cyclic and recur approximately every 24 hours. For example, alertness and performance increase during the day and sleep is driven to occur at night. There are also daily rhythms in other biological activities like body temperature, heart rate and digestion, as well as in mood, memory and performance.
Compulsory Break	Break periods as defined in Section 15.0.
Competent Persons	A person who has acquired through training, qualification or experience the knowledge and skills to carry out the task (<i>Qld Work Health and Safety Regulation 2011</i>).
Consultation	The timely exchange of relevant information and ideas in such a manner that the parties have the actual and genuine opportunity to influence the outcome.
Contingency	A future event which is possible but cannot be predicted with any certainty.
Contractors	A person who carries out work under a contract for services with Stanwell, either as an individual or as an employee of a company other than Stanwell or its related bodies corporate as defined in the <i>Corporations Act 2001 (Cth)</i> .
Crisis	A time of severe difficulty or danger.
Employee	Person having a valid contract of employment with Stanwell and/or is in receipt of salary or wages from Stanwell or its related bodies corporate as defined in the <i>Corporations Act 2001 (Cth)</i> .
Employee Assistance Program (EAP)	The EAP is provided by trained professionals operating externally to Stanwell. They provide counselling, information and assistance on a wide range of problems including work stress, relationship and family problems, conflict and managing change, and other issues that may lead to fatigue problems.
Emergency	A serious unexpected and potentially dangerous situation requiring immediate action.
Extraordinary Hours	Successive days of greater than 12.5 hours including handover.
Fatigue	A state of impaired physical and/or mental performance. Influences on fatigue include, but are not limited to, prior sleep, physical and mental activity, time of day and length of time awake.

Word/Abbreviation	Definition
	<p>Fatigue is commonly associated with feelings like tiredness, sleepiness, exhaustion and weariness. It can have both physical and/or psychological effects. In operational environments, fatigue is probably best defined as:</p> <p>'Fatigue is a naturally occurring state of impairment associated with reduced alertness and performance, which can lead to negative efficiency and safety outcomes.'</p>
Fatigue Assessment	Is a process to assist in determining fatigue risk level and suitable control measures for personnel. It may be used for situations such as call-outs, extension of work time, random, due cause etc.
Handover	A meeting between changes of shift.
Night / Shift Work	Requirement to work during the time when a person would normally be asleep, that is, they require a change to the normal sleeping pattern. Typically, work outside daylight hours.
Personnel / Persons	Employees, Contractors, Visitors.
Psychosocial Hazard	A psychosocial hazard is anything that could cause psychological harm (e.g. harm someone's mental health).
Rest Period	A period allocated for recovery and/or restorative sleep.
Risk Assessment	A documented process of identifying hazards, assessing the risks and determining the control measures.
Roster	A programmed sequence of attendance.
Rostered Hours	Attendance at work according to an agreed schedule.
Shift Work	A pattern of work rosters including day and/or night periods.
Sleep Inertia	The transitional state between sleep and wake, marked by impaired performance, reduced vigilance, and a desire to return to sleep. The intensity and duration of sleep inertia vary based on situational factors, but its effects may last minutes to several hours.
Scheduling	The allocation of tasks and resources.
Stakeholders	Includes Employers, Employees, Employee Representatives, Industrial Organisations.
Suitable Place for Sleep	A facility where a person can obtain good quality restorative sleep.
Unplanned Contingency	An event that has the ability to imminently cause a) safety risks, b) environmental impacts, c) loss of generation.
Visitor	A person seeking access to a Stanwell workplace without entering into an employment relationship or contract with Stanwell. For example, attending a Stanwell workplace as an invited guest of an Employee or Contractor.
Working Time	The period of time spent conducting company business.

22.0 Revision History

Rev. No.	Rev. Date	Revision Description	Author	Endorse/Check	Approved By
0	19.06.2009	Procedure Issued	Michael Joy	John Judge	A. Krotewicz
1	13.02.2014	Consolidation of the 3 Legacy Fatigue Management Procedures	C. Shackleton	Michael Joy	Trevor Hooper
	15.07.2014	Full sample of form T-1673 was added to Appendix C as requested by Chris Shackleton, no signatures required.	D. Wilkie		
2	10.09.2020	Scheduled review.	J. Fullard	Kriss Ussher	Michael Joy
3	23.04.2025	Scheduled full review; refer to 25/167373.	Jayde Smith	Carl Rothman	Kriss Ussher
	22.07.2025	Minor update – updated to include SAMCo in scope. Refer workflow ID13630 – No increase of revision number or revision date	Jayde Smith / Desley Wood		

23.0 Appendices

23.1 Appendix A – Signs and Symptoms of Fatigue

By the time the obvious symptoms of fatigue are apparent, an individual's performance is already impaired, and risks have increased. The importance of recognising early warning signs should be emphasised.

Research has demonstrated that an individual's ability to self-assess their level of fatigue, and the resultant degree of impairment, is progressively reduced once they are experiencing fatigue, while confidence in self-assessment often remains.

Fatigue management education and other resources will assist in the development of self- and peer-assessment capabilities. Some fatigue signs and symptoms are listed in Table 4 below and could be included in education and communications. It is important to note that some of these symptoms can occur for reasons unrelated to fatigue. Furthermore, some individuals may experience different symptoms of fatigue than others.

Table 4. *Signs and symptoms of fatigue*

Signs or symptoms which may indicate fatigue	Fatigue symptoms which may be experienced
<p>Excessive yawning or falling asleep at work</p> <p>Short term memory problems and an inability to concentrate</p> <p>Noticeably reduced capacity to engage in effective interpersonal communication</p> <p>Impaired decision-making and judgment</p> <p>Reduced hand-eye coordination or slow reflexes</p> <p>Other changes in behaviour, for example repeatedly arriving late for work</p> <p>Increased rates of unplanned absence</p>	<p>Feeling drowsy</p> <p>Headaches</p> <p>Dizziness</p> <p>Difficulty concentrating</p> <p>Blurred vision or impaired visual perception</p> <p>A need for extended sleep during days off work.</p>

Source: *Guide for managing the risk of fatigue at work, Safe Work Australia, 2013.*

Appendix B – Fatigue-Related Hazards and Control Measures

The following should be addressed and managed during the assessment of fatigue and psychosocial related hazards.

Fatigue-related Hazards	Possible Risk Control Measures
Mental and Physical Work Demands	
Repetitive or monotonous work High physical demands High mental demands	Redesign jobs to eliminate monotonous, repetitive tasks. Introduce challenging, meaningful tasks between periods doing boring, repetitive tasks. Use plant, machinery and equipment to eliminate or reduce excessive physical demands. Introduce job rotation to limit a build-up of mental and physical fatigue (use training to multi-skill where appropriate and also ensure that handover risks are considered). Ensure adequate breaks during the shift. Use alarms and monitors, particularly for solo work. Ensure there are adequate employees and other resources to avoid placing excessive demands on staff.
Work Scheduling and Planning	
Night Shifts	Schedule physically or mentally demanding tasks to be undertaken during the day, where possible. Limit the need for safety-sensitive and/or quality-critical tasks to be undertaken during night shift. Use a forward shift rotation (i.e. morning to afternoon, afternoon to night, night to morning). Utilise controlled napping. Ensure that rosters allow for at least two full nights' sleep after the last night shift before changing to an alternate roster.
Hours of Work	Reduce working hours. Control the length of shifts. Avoid working arrangements that provide incentives to work excessive hours. Ensure that any overtime does not result in excessive total work hours. Limit the use of on-call work, call backs or overtime (particularly unscheduled overtime). Monitor actual hours of work. Provide alternative transport at end of overtime/long shift. Ensure that responding to emergencies does not result in excessive hours. Ensure time for adequate communication at shift handovers. Reduce irregular and unpredictable work schedules.

Fatigue-related Hazards	Possible Risk Control Measures
Breaks & Napping	<p>Ensure a minimum of 10 hours break between shifts</p> <p>Allow for recovery between work blocks</p> <p>Defer non-urgent work to allow appropriate rest and recovery</p> <p>Provide adequate resources to cover breaks</p> <p>Use strategic breaks – Napping:</p> <p>Must be communicated so all are clear on where and when.</p> <p>Need to provide suitable facilities (i.e. First Aid Room).</p> <p>Nap length shall be between 10-30 min with no less than 15 min after waking to recover.</p>
Work Environment	
Adverse Working Conditions or Environments	<p>Avoid working during periods of extreme temperature.</p> <p>Use heating and cooling to control ambient temperature.</p> <p>Control exposure to hazardous substances.</p> <p>Provide effective protective clothing and equipment, allowing for different shifts.</p> <p>Provide adequate facilities for rest, sleep, meal breaks, and other essential requirements, such as bathroom facilities.</p> <p>Install adjustable, vibration-free seats in appropriate machinery and vehicles.</p> <p>Ensure the workplace and surroundings are well lit, safe and secure.</p> <p>work related accommodation, facilities and amenities are suitable (e.g. conditions that are noisy, uncomfortable or stop workers getting enough sleep).</p>
Stress or other Psychosocial Hazards	<p>Ensure opportunities to clarify psychosocial or stress-related issues, since they can impact on sleep and recovery (which is especially critical between 12-hour night shifts).</p> <p>Provide information/referral for further assistance with stress-related issues.</p>
Commute Times	
	<p>Assist with travel arrangements (e.g. provide transport) where appropriate.</p> <p>Reduce active working time to account for long commuting time or distance.</p> <p>Start work at remote sites on the day after arrival and start travel home on the day after the work block is finished.</p> <p>Consider fatigue management when planning travel arrangements for work.</p>

Fatigue-related Hazards	Possible Risk Control Measures
Non-work Factors	
	<p>Consider modifications to home sleeping environment (e.g. blackout curtains, air conditioning), at employee's or contractor's expense.</p> <p>Provide suitable professional advice (e.g. employee assistance program, sleep disorders clinic).</p> <p>Maintain vigilance in identifying non-work-related factors.</p> <p>Provide information and training about how non-work related factors can increase fatigue</p>