

MODULE FOUR
ASSESS AND DEVELOP STAFF
COMPETENCE IN FATIGUE
MANAGEMENT



4.1 ASSESS KNOWLEDGE OF FATIGUE MANAGEMENT

As a scheduler/supervisor your role involves supervising and assisting employees/workers to ensure they are competent in fatigue management and that fatigue risk control measures are being applied correctly.



4.1 ASSESS KNOWLEDGE OF FATIGUE MANAGEMENT

This means it is necessary to assess how well staff members understand the designated fatigue management strategies. You also need to know how competently they apply these strategies to their day-to-day work activities and responsibilities.

4.1.1 KNOWLEDGE ASSESSMENT METHODS



A variety of methods can be used to assess knowledge and the need for further learning. These can include processes and resources such as:

- Interviews.
- Portfolios containing a variety of evidence, e.g. job descriptions, reports, etc.
- Observation of on-the-job performance.

4.1.1 KNOWLEDGE ASSESSMENT METHODS

- Third party reports.
- Documentation for work, e.g. diaries, logs.
- Knowledge testing or information checks, e.g. oral or written.
- Workplace exercises, e.g. role play scenarios or case studies.



4.1.1 KNOWLEDGE ASSESSMENT METHODS



- Demonstrations.
- Simulations.
- Meetings and discussion activities.
- Self-assessments of deficiencies, shortcomings and learning needs.

4.1.2 IDENTIFY AND ADDRESS DEFICIENCIES IN COMPETENCY

As a result of your assessment of staff competence, some shortcomings and deficiencies in an employee's/worker's implementation of fatigue management strategies may have been identified through:

- Observation of signs and symptoms of fatigue in their work activities.
- Periodic evaluations of work performance.
- Assessments of competence carried out as part of training and learning activities.

4.1.2 IDENTIFY AND ADDRESS DEFICIENCIES IN COMPETENCY

It will therefore be necessary to provide appropriate training and learning opportunities to enable the employee/worker to achieve the competence required.

Additional learning opportunities may include:

- Monitoring fatigue levels of drivers/operators and communicating the outcomes to individuals.
- Ensuring individuals comply with safety procedures.
- Inducting new employees/workers.
- Coaching employees/workers when new activities are undertaken.
- Communicating procedures as part of regular contact with individuals.

4.2 PROVIDE FATIGUE MANAGEMENT TRAINING



Employers/PCBUs should provide training and instruction on fatigue for drivers, supervisors, schedulers and any other person whose actions may affect transport safety.

Employees/workers will need to complete units of competence which are recognised under the Australian Quality Training Framework (AQTF) and delivered through the Vocational Education and Training (VET) sector.

4.2.1 FATIGUE MANAGEMENT TRAINING AND INSTRUCTION

Fatigue management competency-based training may include:

- Initial induction training (incorporating a basic fatigue management component).
- Fatigue management awareness training.
- In-depth training on fatigue and fatigue management techniques.
- Remedial training where existing competence is assessed as being insufficient.
- Refresher training on fatigue management.



4.2.1 FATIGUE MANAGEMENT TRAINING AND INSTRUCTION



Specific training guidelines are included in the requirements for participation in both the Basic and Advanced Fatigue Management schemes.

People who have done training previously and have significant work experience may be eligible to have their current skills 'recognised'.

4.2.1.1 BASIC FATIGUE MANAGEMENT TRAINING



Minimum information for training should include the common causes of fatigue:

- Shift work.
- Extended working hours.
- Roster patterns.
- Demands placed on drivers/operators.
- Delays in loading and unloading.

4.2.1.1 BASIC FATIGUE MANAGEMENT TRAINING

Other information should also include:

- Tips to identify signs of fatigue.
- Potential health and safety impacts of fatigue.
- How drivers/operators are responsible for making appropriate use of their rest days, and for ensuring they are fit for duty.
- Policies and procedures.



4.2.1.2 OTHER FATIGUE MANAGEMENT TRAINING MODELS

Some additional models for training and assessment include:

- Sending employees/workers to a training course run by a Registered Training Organisation (RTO), e.g. local TAFE, college or a private provider.
- Using an AQTF accredited individual with suitable qualifications or expertise from within the industry to provide training and assessment services.
- The transport operator becoming registered as a RTO.
- A number of transport operators grouping together to share costs of engaging trainers and/or assessors.
- Partnerships between transport operators and RTOs.

4.2.1.3 ASSESSING LIFESTYLE CHOICES AND SLEEP PATTERNS

Employees/Workers who may be experiencing fatigue-related problems could also require training or advice in assessing how their lifestyle away from work relates to fatigue in the workplace.



4.2.1.3 ASSESSING LIFESTYLE CHOICES AND SLEEP PATTERNS

The following assessments and adjustments to the lives of employees/workers may be necessary:

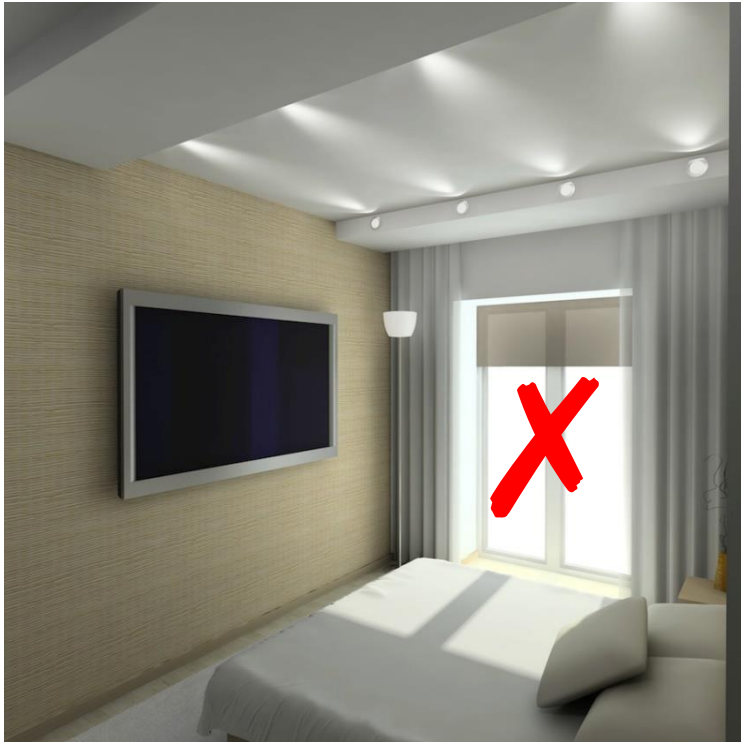
- ▶ Assess your social life for adequate activity and rest:
- ▶ Plan your social activities.
- ▶ Ensure you get sufficient sleep before starting work.

4.2.1.3 ASSESSING LIFESTYLE CHOICES AND SLEEP PATTERNS

- ▶ Be aware of personal factors affecting sleep:
- ▶ Have an afternoon nap before the first night shift.
- ▶ Avoid caffeine after midnight when on night shift.



4.2.1.3 ASSESSING LIFESTYLE CHOICES AND SLEEP PATTERNS



- ▶ Improve your sleep hygiene:
- ▶ Avoid watching television in bed, drinking coffee or alcohol or eating a heavy meal before going to bed.
- ▶ Address issues of poor sleep quality, fragmented and reduced deep restorative sleep.

4.2.1.3 ASSESSING LIFESTYLE CHOICES AND SLEEP PATTERNS



- ▶ Watch your diet for night shift:
- ▶ Stick to normal day shift meal times as far as you can.
- ▶ Don't eat after 3 am.
- ▶ Avoid large meals 2 to 3 hours before sleeping.

4.2.1.3 ASSESSING LIFESTYLE CHOICES AND SLEEP PATTERNS

- ▶ Get into a routine for going to sleep:
- ▶ Take a warm shower or relaxing bath before going to bed.
- ▶ Listen to soothing music.



4.2.1.3 ASSESSING LIFESTYLE CHOICES AND SLEEP PATTERNS



- ▶ Change a poor sleep environment:
- ▶ Install heavy curtains that keep out light.
- ▶ Reduce the volume of the telephone and the television, keep them in another room not the bedroom.
- ▶ Insulate your house and/or have air-conditioning on to drown out background noise.
- ▶ Recover or prepare for work, e.g. have an afternoon nap before the first night shift.
- ▶ Avoid heavy meals, alcohol and tea or coffee before going to bed.

4.2.1.4 ASSESSING SLEEP PATTERNS

Employees/workers may also need to assess their sleep patterns.

Individuals can assess their own sleep patterns and evaluate their own fitness for work. This may include information on identifying sleep disorders and obtaining appropriate treatment.

A sleep pattern assessment includes identifying:

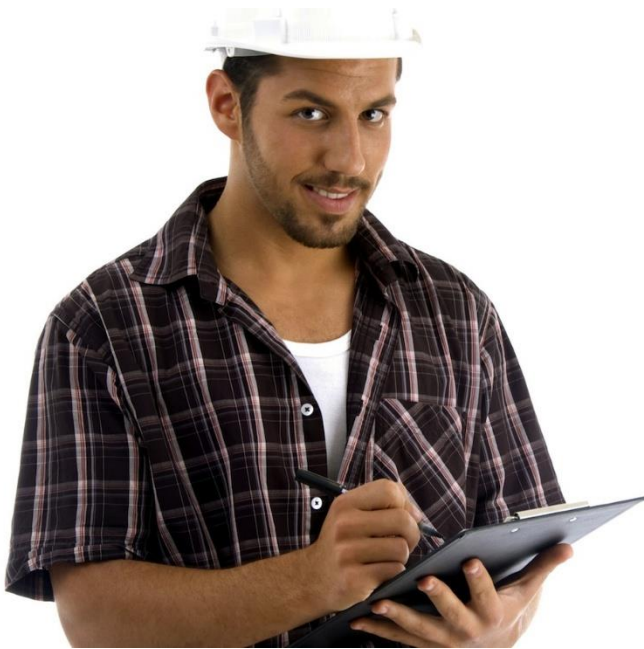
- The different sorts of napping, e.g. preventative, maintenance, restorative.
- The effects of differential fatigue levels and how they impact on work tasks.

4.2.1.4 ASSESSING SLEEP PATTERNS



- Circadian rhythms, e.g. major and minor dips, and the different outcomes of sleeps during the 'night' versus sleeps had during the 'day'.
- How the 'kind' or 'type' of sleep experienced influences how many sleeps you will need and the length of the sleeps.
- Sleep disorders and obtaining appropriate treatment.

4.2.2 PLANNING AND ORGANISING TRAINING



The planning of training and assessment depends on the individual requirements of the employee/worker concerned. You need to consider the appropriate information and training to be provided to members of the supply chain, including all drivers/operators.

For example, drivers/operators who attend training outside their normal shift hours should be considered to be at work and their rosters adjusted accordingly.

4.2.2 PLANNING AND ORGANISING TRAINING

Activities and initiatives to administer the implementation of fatigue management strategies need to be flexible. You may have to modify or adjust them to account for the differing contexts, risk situations and environments of your organisation. Whatever model is used, the quality of training and assessment has to meet the standards of the AQTF.



4.3 PROVIDE FEEDBACK AND FURTHER LEARNING



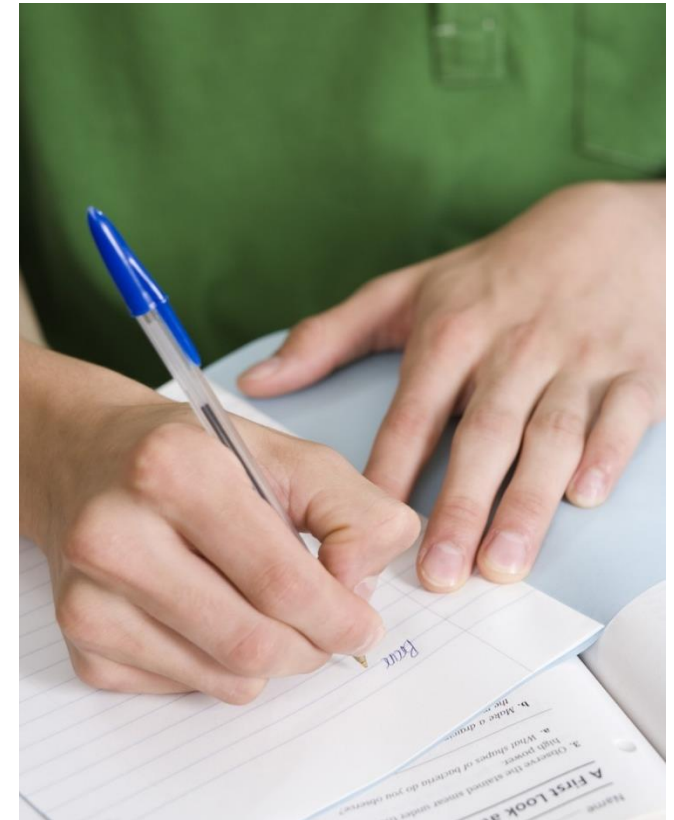
As a scheduler/supervisor you need to provide feedback to your staff about any deficiencies or shortcomings that have been identified in the way they implement workplace fatigue management strategies.

To address these shortcomings staff may require further learning opportunities or counselling on appropriate ways to address these shortcomings.

4.3.1 PROVIDE FEEDBACK AND COUNSELLING

Feedback can be provided through:

- ▶ Informal day-to-day communication, e.g. questioning and verbal responses.
- ▶ Formal performance appraisals, such as:
 - ▶ Written tests.
 - ▶ Demonstration or observation of performance.
 - ▶ Completed formal or informal courses, modules or subjects.
 - ▶ Documentary evidence of work.



4.3.1 PROVIDE FEEDBACK AND COUNSELLING



- ▶ Formal counselling sessions involving:
- ▶ One-on-one advice or training.
- ▶ Industry references.
- ▶ Appropriate work experience.

4.3.2 PROVIDE FURTHER LEARNING OPPORTUNITIES

Where appropriate, you can provide further learning opportunities and information to employees/workers to help them be more effective in implementing your organisation's fatigue management strategies.

These could include:

- On-the-job coaching.
- Rostering the worker with another experienced employee/worker.



4.3.2 PROVIDE FURTHER LEARNING OPPORTUNITIES



- ▶ Provision of training aids such as:
- ▶ Posters.
- ▶ Checklists.
- ▶ Websites.
- ▶ Brochures.
- ▶ Videos.