# Fatigue Management

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# Contents

# About this Standard

Scope

The purpose of this standard is to provide the requirements needed to manage fatigue-related risk in the workplace for ConocoPhillips Canada (CPC) operations and is in alignment with the ConocoPhillips Occupational Health Standard.

- This standard is inclusive of all employees (and visitors) as deemed appropriate.
- Contractors shall manage fatigue through their fatigue management program.

# 1. Roles and Responsibilities

All Employees

- Required to attend work unimpaired by lack of sleep and fit for work considering lifestyle and medical factors that could influence fatigue and managing those appropriately.
- Work within scheduled hours where possible.
- Proactively report fatigue concerns with schedules or overtime to your supervisor.
- Avoid being awake for longer than 18 hours at the end of a shift or workday.
- Monitor fatigue-related symptoms in self and others. If fatigue symptoms are identified notify your supervisor.
- Work with supervisors to implement defined controls based on level of fatigue-related impairment and task criticality when fatigue has been identified.

Supervisors

- Provide a safe system of work which includes development, implementation, and management of working time, work schedules and the establishment of a safe work environment and work practices.
- Monitor actual work hours to minimize deviation from planned schedules.
- Proactively plan work to follow the parameters outlined in this procedure.
- Manage overtime and callouts to comply with the requirements of this procedure.
- Communicate overtime trends or fatigue related errors to Superintendents/Managers.
- Manage reports of insufficient sleep and fatigue related symptoms with appropriate controls.
- Monitor team members for fatigue-related symptoms.

- Actively discuss fatigue symptoms during overtime or intense periods of work.

**Manager**

- Provide a safe system of work which includes the development, implementation, and management of working time, work schedules and the establishment of a safe work environment and work practices.
- Produce a work schedule that maximizes sleep opportunity, rest, and recovery between shifts.
- Manage extended work hours, including shutdowns, using fatigue risk management principles.
- Ensure employees know how to identify and report fatigue-related symptoms in themselves and others and utilize fatigue risk management strategies.
- Consider fatigue-related risks when completing risk assessments.
- Engage workforce to define mitigation controls for potential error, accounting for level of fatigue-related impairment, and task criticality.

## 2. Fatigue Hazards and Risk Factors

**Signs of Fatigue**

| Emotional | Mental | Physical |
|---|---|---|
| • Quieter or more withdrawn than usual<br>• Increased irritability<br>• Attitude or morale decline<br>• Lacking the motivation to perform the task well | • Difficulty concentrating on tasks<br>• Lapses in attention<br>• Difficulty remembering tasks being performed<br>• Failing to communicate important information<br>• Failing to anticipate events or actions<br>• Accidentally doing the wrong thing | • Lack of energy<br>• Yawning<br>• Drooping eyelids<br>• Rubbing of eyes<br>• Head dropping<br>• Microsleeps<br>• Dragging feet |

**Work-Related Factors Associated with Fatigue**

Some risk factors related to fatigue include:

- Long work hours (including overtime, callouts, extra shifts, etc.).
- Long hours of physical and mental activities.
- Insufficient break time between shifts or shift rotations.
- Stressful Environment (dim lighting, hot/cold environment, etc.)

- Inadequate rest or sleep (ex. Late night travel arrangements, early morning start time).
- Multiples roles / tasks due to scheduling conflicts.
- A combination of the above.

Non-work-related risk factors of fatigue include:

- Sleep related disorders.
- Other health issues.

## 3. Schedule Work Hours

### Work Hours

- Work hours, overtime, & shift duration must be approved and monitored by Supervisors.
- Schedules/shifts should not exceed 21 consecutive days followed by a minimum of 4 days of rest. Anything above this requires CPC supervisor's approval.
- Supervisors may reference the Individual Fatigue Likelihood Assessment tool (Appendix C) to prevent fatigue hazards. If the schedule/shifts exceed 21 days, the supervisors must utilize the Individual Fatigue Likelihood Assessment tool.

## 4. Fatigue Management Controls and Tools

### Defenses for Preventing Fatigue Hazards

Use the following defenses to prevent fatigue:

- Arrive to work rested and fit for duty.
- Minimize driving requirements when possible. Partner fatigued worker with a driver (See Journey Management Program).
- Reassign safety-sensitive activities to more alert workers or another time/shift.
- Please consider, when possible, the effects of circadian rhythm on employee alertness. From midnight to 6am and from 1pm to 3pm employees often have a natural dip in alertness.
- Adjust worker's next shift to ensure adequate time for 8 hours of sleep.
- Utilize a buddy approach to increase social interaction and monitor alertness.

- Allow a break involving light exercise such as walking, or a brief nap in the case of operations centers equipped with a room for rest and recovery.
- Modify work environment to promote alertness. Design work environment with good lighting, comfortable temperatures, and reasonable noise levels.
- Develop shift schedules and rotations that minimize the effects of fatigue.
- Provide education and training to workers about:
  - Causes and consequences of fatigue:
  - Processes for reporting fatigue and other forms of impairment.
  - Workplace policies about fatigue and other forms of impairment.
  - Sleep hygiene practices and sleep disorder screening.
- Report all fatigue issues to supervisor.

### Team Gauge

The Team Gauge included in Appendix A is a conversation tool for leaders to use in a team setting (toolbox meeting, safety meeting) to discuss:

- What is the pulse of the team / individuals (where are they on the team gauge)?
- What do we need to change?
- Who needs help?
- What do we need to watch out for?

The tool is intended to identify areas of risk such as fatigued or overwhelmed team members and to aid in supporting each other during intense periods of work.

### Personal Preventative Maintenance Plan (PPMP)

The Personal Preventative Maintenance Plan (PPMP) is a personal reflection and conversation tool (form) designed to allow workers to:

- Prepare for disruption in their normal routine.
- Make commitments to themselves and their team.
- Reflect on what makes an individual feel energized and people, activities or habits that deplete energy or create fatigue.

The form is intended to be completed individually and shared at the discretion of the individual to create conversation amongst coworkers on fatigue prevention and workplace wellness.

| | |
|---|---|
| Wellness Conversations | Wellness Conversations are a form of reliability conversation between leaders and the workforce intended to:<br>• Identify, inquire, and offer support to workers who are experiencing stress or fatigue.<br>• Offer support to ensure worker safety and success.<br>• Demonstrate visible leadership support during intense work periods.<br>• Proactively manage fatigue and stress in the workplace and drive CPC safety culture. |
| Fatigue Risk Management Plan | A Fatigue Risk management plan should be considered when:<br>• Developing new schedules/work patterns.<br>• Conducting short-term projects that require long work hours (e.g., shut down and commissioning work).<br>• Contractors do not have their own acceptable fatigue risk management system.<br>• Fatigue has been highlighted as a significant hazard that requires further management by the work team. |
| Individual Fatigue Likelihood Assessment | The individual fatigue likelihood assessment (see Appendix C) is a simple to use tool to:<br>• Provide individual assessment of fatigue based on sleep and hours of work.<br>• Providing guidance on fatigue control levels.<br>• Provide a fitness for work classification score. |
| Incident Reporting and Investigation | All incident investigations should consider fatigue as a potential contributing factor and ensure it is documented. |

# Appendix A – Personal Preventative Maintenance Plan

## Personal Preventative Maintenance Plan (PPMP)

ConocoPhillips Canada

We are really good at taking care of our tools, equipment, vessels and pipelines to ensure that our plant and processes are reliable. How good are we at checking in on ourselves to ensure we are able to show up to work in the most healthy, energized and reliable way? The Personal Preventative Maintenance Plan is designed to help guide us in assessing, reflecting and acting on positive habits that will ensure we are operating in a reliable way for ourselves, our families and our team. Take a 'Pit Stop' and reflect on some small changes you can make to your day to ensure you are resilient and energized for the task at hand.


GAUGE
HOW AM I FEELING TODAY?
(Draw a line)

### PIT STOP

Take some time to reflect on the following questions. Your answers will help you develop a plan to approach the day in your most road-worthy condition.

**REFUEL** How will I keep my tank full?

**PIT CREW** What people or activities give me a boost?

**WATCH OUT** What drains my battery? (people, things, situations, etc.)

## BATTERY BOOST

Identify and reflect on what actions you can take in your downtime to stay healthy during your shift.

**TAKE ACTION: FEEL MORE ENERGIZED**

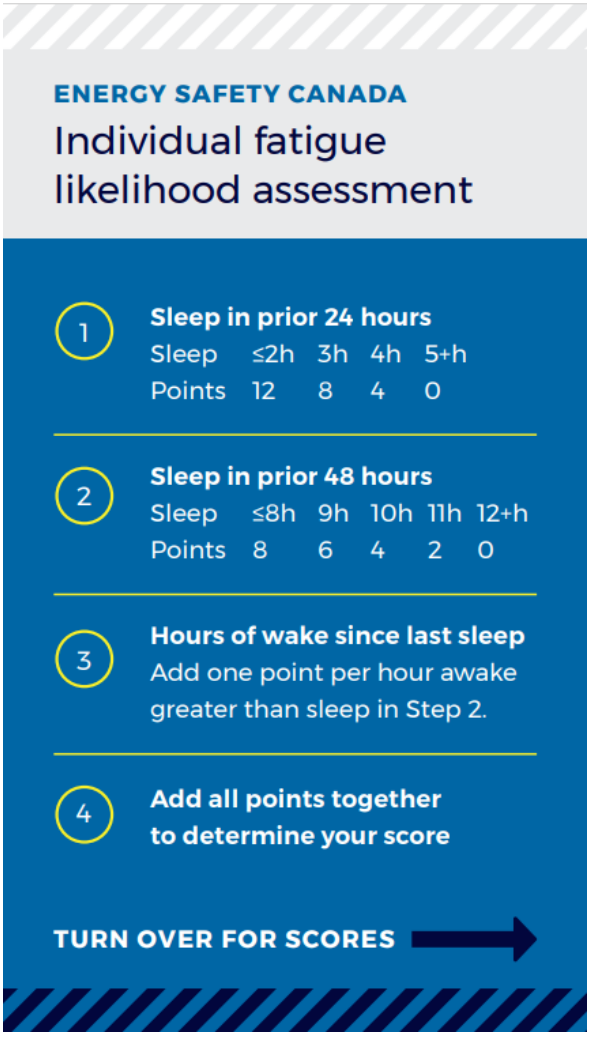
| SOCIAL | PHYSICAL | MENTAL |
|---|---|---|
| ☐ Movie night (comedy) | ☐ Work out | ☐ Meditation |
| ☐ Dinner with friends | ☐ Sleep | ☐ Peer support |
| ☐ Visit the library | ☐ Balanced diet | ☐ EFAP |
| ☐ Connecting with home (FaceTime) | ☐ Drink more water | ☐ Puzzles |
| ☐ Play boardgames | ☐ Massage | ☐ Listen to music |
| ☐ One-on-one conversations | ☐ Yoga | ☐ Quiet time |
| ☐ Attend a workshop | ☐ Walk to work | ☐ Reading |
| ☐ Play pool with a pal | ☐ Stretching | ☐ Podcast |
| ☐ _____ | ☐ Spin class | ☐ Journal |
| | ☐ _____ | ☐ _____ |

**REFLECT: BATTERY DRAIN**

- ☐ Negative people/conversations
- ☐ Junk food
- ☐ Staying up late
- ☐ Skipping the gym
- ☐ Working late
- ☐ Too much screen time
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

# Appendix B – Team Gauge

# Appendix C – Individual Fatigue Likelihood Assessment

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| CCOHS – Canadian Centre for Occupational Health and Safety. Fatigue | CCOHS: Fatigue |
| Energy Safety Canada | Individual Fatigue Likelihood Assessment |
| IOGP Report 626 – Fatigue Management in the Workplace: A Guide for the Oil and Gas Industry. | IOGP Fatigue Management.pdf |
| WorkSafe BC | Fatigue Impairment |