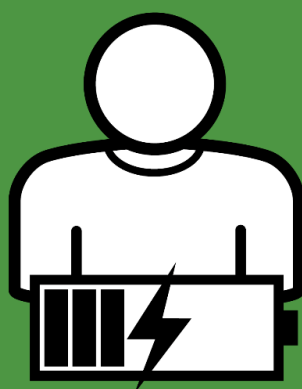


# Fatigue Reduction: Mitigation Guide

A guide for all Network Rail people managers



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## Introduction

This document has been produced to assist people managers in their fatigue conversations with employees. The causes of fatigue are many and tend to be very personal. It follows, therefore, that the controls for reducing fatigue are people specific and many.

This document sets out to act as a pick'n'mix list for people managers to consider when agreeing fatigue controls with their employees.

When conducting a fatigue discussion and agreeing controls all people managers should take into consideration unintended consequences. This may be for the individual themselves or the wider team. For instance, when transferring some of an employee's workload to the rest of the team may have an unintended consequence of loading another employee to the point of fatigue.

Any list of controls must be agreed by the individual and the people manager. If they are imposed rather than agreed, then they are unlikely to be implemented.

People Managers should be open to the idea of rolling the actions out across the wider team. What is good for one employee may well benefit the whole team.

And finally, it is imperative that the people manager regularly reviews the controls with the employee to ensure that they are still relevant and beneficial.

## Potential Controls for the reduction of fatigue

Examples of controls available	Examples of when this control may be appropriate
Adopt a culture that promotes sleep and rest as positives	As a means of fatigue prevention and suitable for the whole team.
Recognise and reward a 'reduced hours' culture	Provide incentives for people to have a better work life balance and do not reward individuals just because they work long hours.
Provide opportunity for fatigue education.	When the individual needs assistance for the self-management of their fatigue. Particularly the importance of quality sleep and rest.
Public transport / taxis to and from work	When an individuals FRI scores for a particular shift are high because of a long commute
Provision of hotel accommodation.	If you are asking an individual to work long hours to achieve a deadline but are concerned they will be fatigued when travelling home.
Ensure adequate breaks are taken and provide good quality welfare facilities.	Can aid good diet and hydration (individuals more likely to stay hydrated if they can easily get to a toilet)
Flexible working / working from home	When a long commute means the individual regularly exceeds the 14-hour door to door trigger, or caring commitments mean they have to get up very early to commute to the office on time
Ad hoc change of start and end times	When an individual is struggling to gain adequate sleep (perhaps because of insomnia)

## Fatigue Reduction

Lighter / change of duties	When an individual's fatigue assessment is showing they are at high or medium risk of fatigue
Schedule labour intensive tasks or those requiring intense concentration for the beginning of the working day / shift.	When the tasks themselves may be causing fatigue
Shared driving to and from work	When one member of the team's risk of fatigue is significantly lower than the others (perhaps they had a more recent rest period), they could take on driving responsibilities
Completion of the "risk assessment for new and expectant mothers"	When an individual has informed you that they are pregnant, or on their return to work following maternity leave
Better use of equipment/technology	For those who are fatigued because of a task that's very repetitive, or manual, that could be made easier
Additional work-related training	To assist in reducing an individuals workload by training new ways or leaner ways of working.
Skype for Business to avoid travel for meetings	When an individual has to attend many meetings, making them regularly exceed the 14-hour door to door trigger
Validium or other support services	When you are concerned about an individual's mental health
Reprioritisation of work	When one member of the team is fatigued through stress, or working additional hours to keep up with their workload
Sharing of workload amongst other team members	When one individual's workload is higher than that of the rest of the team, causing them to work additional hours
Discussion with family and friends to minimise issues outside of work	If an individual is struggling to balance social commitments and work
Time off in lieu	If a team member has worked additional hours to complete a project, pushing themselves to the point where they are fatigued, you could consider allowing those additional hours back in lieu
Wellbeing breaks (short walks away from desk or outside, as an example)	If someone's role requires constant concentration, short breaks will help them maintain focus
Change of work location/environment (working quietly in pod for instance)	An individual who's fatigued will struggle to concentrate. Being able to work somewhere quiet will help with this
"Comms (phone, email)" free periods outside of work place	When someone is regularly finishing their official working day, then logging on at home to continue working in their personal time
On Call rosters and processes	Providing a formal on-call process and empowering individuals to switch off their mobile communication devices when not in the office or formally on-call.
Putting a "Fatigue Friend" process in place	If a team seem to be suffering from fatigue, this can help them work together to manage it effectively (and keep a look out for each other)
Consider diet, hydration and exercise changes	When an individual has said they're not eating well, or don't exercise. By changing their lifestyle (can be a small change), they can improve their levels of fatigue
Conditions for working, for example lighting, ventilation and temperature	An individual may feel tired if they're sat in a warm or darker area of the office. Moving elsewhere may help
Seek professional medical advice (e.g. Doctor)	When someone is struggling with fatigue on a regular basis, and discussions with them show that it's not related to work.