

Fatigue Management in Municipalities



BCMSA

- Identified a need to increase the awareness of fatigue as a workplace hazard
- Solaris Fatigue Management to develop two specific workshops on fatigue
 - Management/Leadership Course (4 hour)
 - Supervisor Workshop (8 hour)
- Distribution of organizational survey on fatigue management practices

Municipality Perspective

- We live in a “24/7 society” and have a duty to accommodate the Public
 - Disaster Response
 - Storms, power restoration, sink holes, broken water mains, etc.
 - Avoiding unnecessary delays during peak hours
 - Road repairs, line painting, garbage collection, etc.
 - Emergency Services
 - Police, Fire, Ambulance
 - Transport, security for special events or emergency situations

The Reality is

- Fatigue is a societal epidemic
- We can’t “cure” fatigue, so we have to manage it

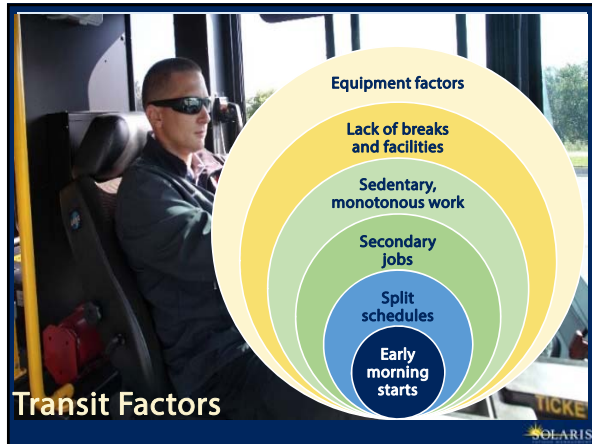
Causes of Workplace Fatigue

- Task Related Fatigue
- Sleep Related Fatigue

Types of Fatigue

- Acute Fatigue
 - short-term sleep loss due to heavy physical, mental, or emotional demands
- Cumulative (Chronic) Fatigue
 - accumulates over period of days, weeks, longer
 - due to insufficient recovery from successive periods of acute fatigue

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Transit Factors

- Equipment factors
- Lack of breaks and facilities
- Sedentary, monotonous work
- Secondary jobs
- Split schedules
- Early morning starts



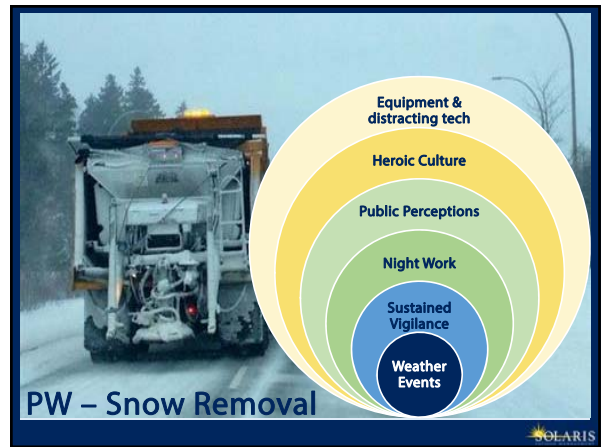
Police Factors

- Culture Supports long hours
- Court appearances
- Night and rotating work
- High emotional stress
- High cognitive demands
- High physical demands



Firefighter Factors

- Second jobs; Volunteers
- Disrupted sleep
- Night and rotating work
- High emotional stress
- High cognitive demands
- High physical demands



PW - Snow Removal

- Equipment & distracting tech
- Heroic Culture
- Public Perceptions
- Night Work
- Sustained Vigilance
- Weather Events




PW - Streets

- Public Perceptions
- Traffic situational awareness
- Time pressures
- Emergency call outs
- High physical demands


Myths that Guide Organizations

- It's a worker issue
- Wakefulness is controllable
- Still confuse sleeplessness with vitality and high performance




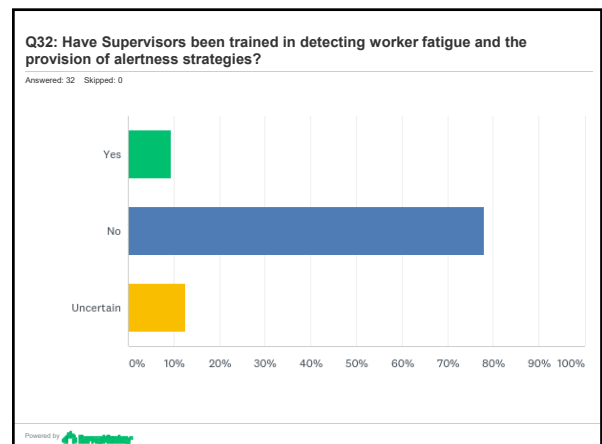
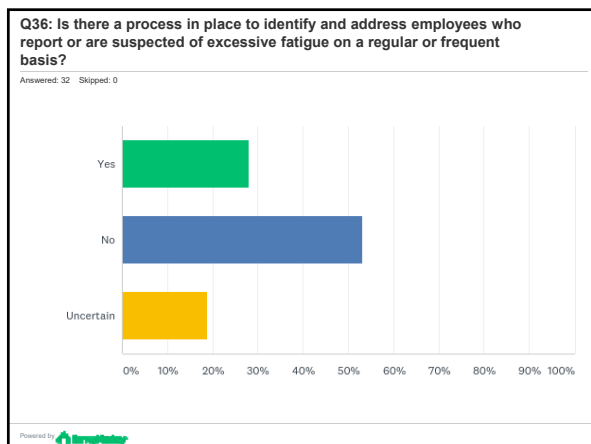
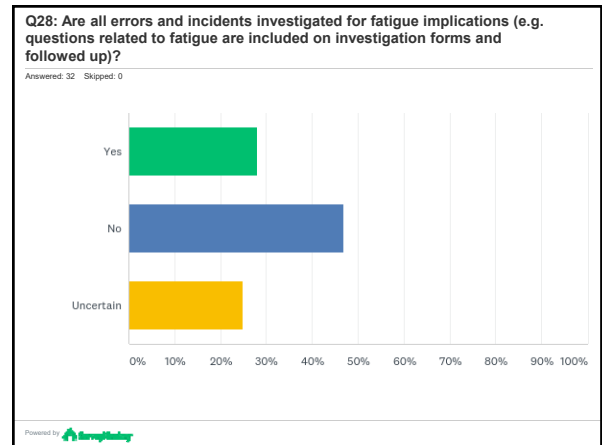
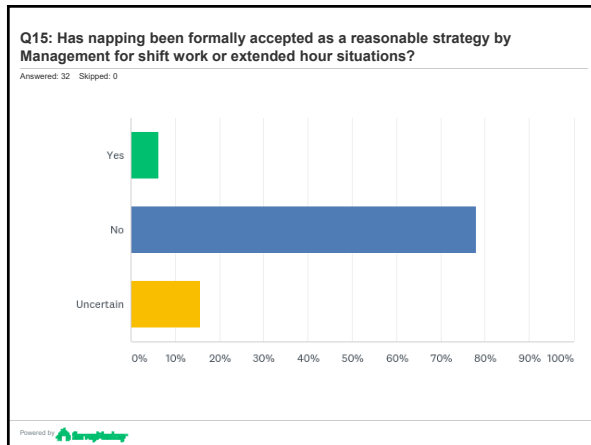
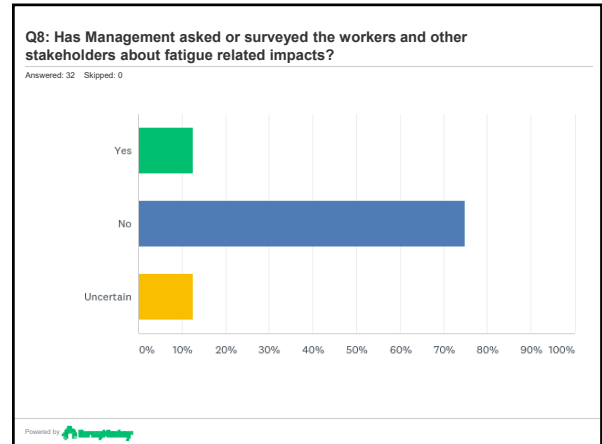
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Part of the Problem is...

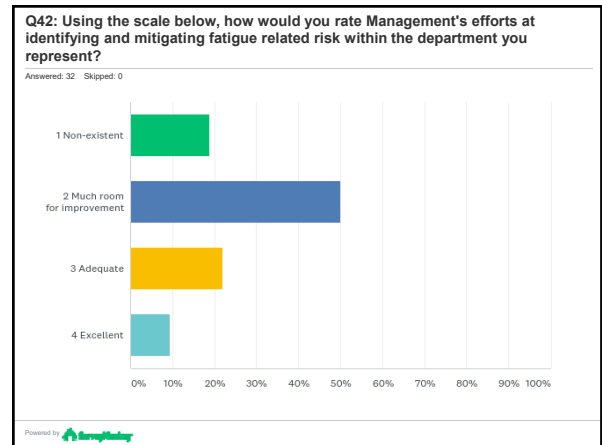
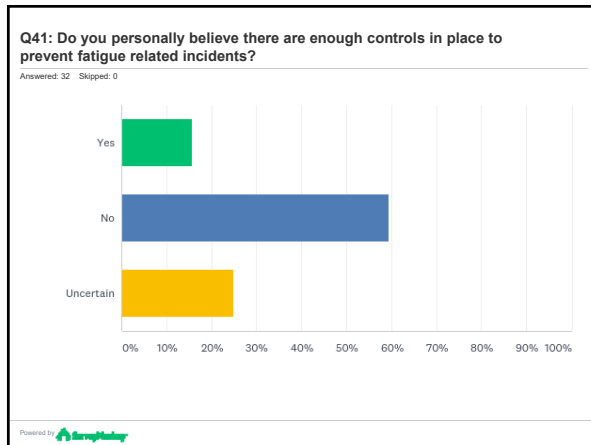
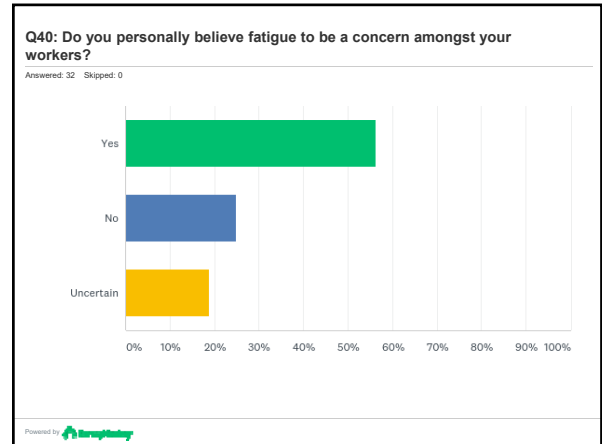
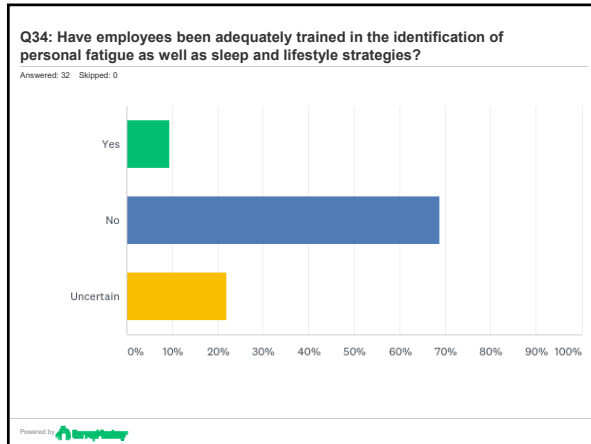


- Employees afraid to admit or talk about it
- Employees never been asked
- People who've never worked shift work are often in control of shift work activities
- No data being collected!

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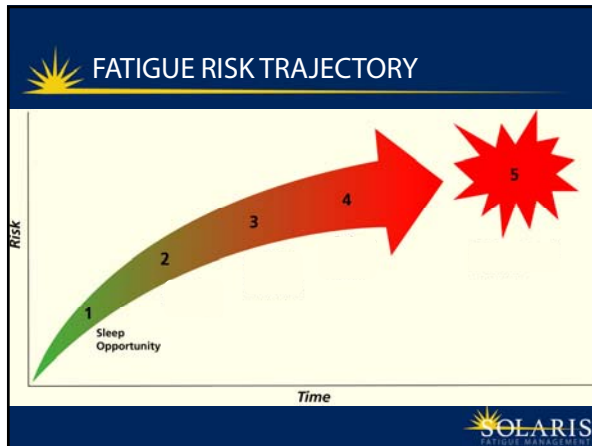


Municipality Scorecard

Category	Points Available	Transit	TPW	Police
Organizational Culture, Commitment & Engagement	52			
Strategic Plan	38			
Hazard ID and Risk Assessment	26			
Implementation of Risk Controls	92			
Evaluation & Corrective Actions	30			
Management Review & Continuous Improvement	22			
Overall Score	260			
Conformance				

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- ### Two BCMSA Courses
- 4 hour Leadership Course
 - Focus is on establishing a strategic framework
 - 8 hour Supervisor Workshop
 - Focus is on tactical applications to identify and mitigate fatigue related risk
- SOLARIS logo in the bottom right corner.

Learning Outcomes for Mgmt

Acknowledge	• Health, safety & performance impacts
Understand	• Complexities and causes of fatigue
Evaluate	• How well fatigue is being managed
Identify	• Departmental fatigue hazards
Assess	• Using a fatigue risk trajectory
Implement	• Organizational best practices

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Learning Outcomes for Supervisors

Acknowledge	• Health, safety & performance impacts
Understand	• Complexities and causes of fatigue
Define	• Stages of Sleep
Evaluate	• Current work schedule designs
Identify	• Fatigue behaviors, errors & incidents
Execute	• Field level best practices

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- ### Path Forward
- Worker sleep, shift and lifestyle survey
 - Worker training
 - Guidance document for implementing an FRMS in Municipalities
 - Formation of a municipal fatigue risk management committee?
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- ### Where do you want to go?
- Meet with your leadership team to discuss department goals
 - Talk with employees
 - Talk with BCMSA
 - Complete the online survey
- <https://www.surveymonkey.com/r/FatigueMgmtSurvey>
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Thank you!



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