Iconic Staff & Administration FAQs

Fatigue Management and taking Breaks (all Workers and Contractors)

The COMPANY recognises that fatigue affects a personâ€™s health and wellbeing, increases the chance of illness and workplace injuries occurring, and reduces performance and productivity within the workplace. The purpose of this FAQ policy is to highlight the effects and risks of WORKERS, volunteers, freelancer's or contractor's (herein known as **WORKERS**) fatigue, the shared responsibility to manage it appropriately, and the preventative actions that should be planned and taken to minimise associated risks.

This policy applies to all The COMPANY WORKERS, contractors and visitors whilst at the workplace or whilst carrying out activities on behalf of The COMPANY, including:

1. 2.1 Workers who undertake significant driving as part of their roles.
2. 2.2 Workers who undertake significant travel as part of their roles.
3. 2.3 Workers who work at host employersâ€™ premises and other sites, particularly remote sites requiring lengthy drives on country roads.
4. 2.3 Workers who work at location venues booked by the COMPANY for events.

As this policy document will influence decision-making and provide the basis for related policies, strategies and actions, it is important that fatigue - as well as its symptoms, effects and remedies â€“ be clearly defined.

1. 3.1 It is normal to feel tired after prolonged mental or physical effort at work. Fatigue, however, is more than just feeling tired. Safe Work Globally defines fatigue as an acute and ongoing state of tiredness that leads to mental and/or physical exhaustion and prevents people from functioning within normal boundaries.
2. 3.2 Fatigue can accumulate over time, and may be caused by:
    1. work-related factors such as; length of time worked, inadequate rest breaks and/or sleep, harsh environmental conditions
    2. lifestyle factors such as; poor quality of sleep, family responsibilities, social life, commuting time to and from work
    3. a combination of both.
3. 3.3 Signs of fatigue may include:
    1. headaches and/or dizziness
    2. difficulty keeping eyes open
    3. constant yawning
    4. muscle weakness
    5. lacking energy
4. 3.4 Immediate effects of fatigue may include:
    1. lack of concentration
    2. reduced short-term memory
    3. increased errors
    4. slower reaction times
    5. impaired decision-making and judgment (including being unaware of the state of fatigue)
    6. reduced immune system function
5. 3.5 Longer-term effects of fatigue may include:
    1. high blood pressure and/or heart disease
    2. depression and/or anxiety
    3. diabetes and/or gastro-intestinal disorders
6. 3.6 Studies show that 17 hours awake has a similar effect on the body as blood alcohol content of .05%, and 24 hours awake is equivalent to a blood alcohol content of 1%.
7. 3.7 Rest is the only effective long-term strategy to prevent and manage fatigue. While tired muscles can recover with rest, the brain can recover only with sleep. An adult generally requires six to eight hours of sleep daily, taken in a single continuous period. When individuals get less sleep than they need in a day, they build up a sleep debt. Each additional day without enough sleep increases the debt which, when it becomes large enough, causes

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fatigue. The only way to reduce or cancel a sleep debt is by sleeping additional hours.

The COMPANY is committed to achieving a high standard of fatigue awareness and management at all workplaces and sites. This FAQ policy is deliberately broad and outlines the minimum standards acceptable for a safe working environment.

1. 4.1 A risk management approach to fatigue Risk management, in the context of work activity safety, is the process of identifying hazards, assessing the likelihood and consequences of the risks of injury or illness occurring, and eliminating risks (where reasonably practicable), or implementing control measures to appropriately manage the risks. Like any other hazard in the workplace, when fatigue may affect a personâ€™s ability to work safely, it must be identified, assessed and controlled. The COMPANY supports the following three-step risk management approach to fatigue which should be undertaken in consultation with workplace health and safety representatives.
2. 4.1.1 Identify possible causes of fatigue, bearing in mind that factors can be interrelated:
    1. long hours at work
    2. concentrating for long periods of time without breaks
    3. a lot of travelling or driving
    4. possible personal issues eg family responsibilities or health problems. This can be done by consulting with WORKERS, analysing work hours and comparing planned with actual hours, reviewing workplace incident data, and checking whether WORKERS have had accidents travelling home or on work-related trips.
3. 4.1.2 Implement control measures that focus on the actual causes rather than symptoms, and that aim to eliminate or minimise the factors that cause fatigue at the source. Use the Hierarchy of Control to determine the most practicable controls with the most reduced risk. Some of these control measures will be systemic, i.e., relevant to all the COMPANY workplaces and sites; others will be appropriate for a specific site, examples of controls to be implement:
    1. ensure workplaces are well-lit and ventilated
    2. ensure WORKERS take adequate breaks
    3. provide information and training on fatigue management
    4. encourage WORKERS to report any concerns they may have about work-related fatigue
    5. avoid work arrangements that provide incentives to work excessive hours
    6. ensure clear work processes and effective planning eg plans to deal with workload changes due to absenteeism, WORKER on leave or seasonal work pressures
    7. consider alternate options to travelling to face-to-face meetings eg tele/video-conferencing (Skype)
    8. encourage WORKERS/immediate families to to talk with qualified counsellors about personal issues
    9. set up processes that enable the review of incidents, near misses, illnesses and other data such as absenteeism and WORKER turnover rates to see if they could be attributed to fatigue.

Recommended working hours and breaks. There needs to be a flexible risk management approach, rather than a prescriptive approach, to managing fatigue as each personâ€™s health, lifestyle, job role and approach to work is different, and will change over time. the COMPANYâ€™s Agreement defines â€œordinary hoursâ€ as being 35-50 hours/week Monday to Sunday, however there will also be times when WORKERS need to work longer hours than usual to meet a project or event deadline, drive long distances, or fly interstate to meetings, events and productions. For these circumstances, the following parameters are offered as a guide to help minimise the risk of fatiguerelated injuries and illnesses.

1. 4.2.1 Each WORKER is responsible for taking adequate breaks. These are not considered a luxury, or even optional; it is important to stretch, rest the eyes, get some fresh air and something healthy to eat. While we do not demand or dictate when a WORKER is to take their breaks we strongly recommend the following (the break times listed below does not have to be taken in full sets. WORKERS can take the recommended minutes of break at different intervals. For example, a WORKER working 8-10 hours of work, can take 3 x 30

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minutes break throughout the day, or 6 x 15 minute breaks throughout the day, ensuring that their break time does not affect or interfere with the events, productions or timing - where this occurs, they should address it immediately to their supervisor for assistance). The recommended break duration lengths (if you choose to have a break) are:

1. Working straight between 0-4 hours of work = no break is recommended unless required.
2. Working straight between 4-6 hours of work = 15 minutes break
3. Working straight between 6-8 hours of work = 30 minutes break
4. Working straight between 8-10 hours of work = 60 minutes break
5. Working straight between 10-12 hours of work = 90 minutes break
6. Working straight between 12-15 hours of work = 120 minutes break
7. Working straight between 15-18 hours of work = 240 minutes break.

2. 4.2.2 Fatigue causes an increased risk of injury and/or illness to the affected WORKER and to others in the workplace. In these cases, WORKER should speak with their supervisors/managers about other options for handling the workload.
3. 4.2.3 If a position requires a significant amount of travel, WORKERS should discuss the issue with their supervisors/managers who may be able to arrange alternate solutions â€“ eg time off in lieu, or approval for later/earlier flights â€“ that also fit within the COMPANYâ€™s Agreement, Travel Policy and cost constraints. This is particularly relevant during periods of Travelling on tour and peak workloads.

Long-distance driving as the COMPANY hires/contracts and employs hundreds of people Globally, some of whom drive long distances as part of their jobs eg Travelling on Tour, Event Management and Reviews, Event Tours, Business Relationships Consultants, Field Officers, Industry Consultants, and apprentices/trainees working at host remote sites and venue locations across a few countries including United States of America, the United Kingdom and Australia, especially those working on a drive in/drive out basis. The dangers of driving whilst tired are well-documented and promoted in the media, as are the risks inherent in driving long distances. Work Safe advises that any single journey of more than 500kms significantly increases the risk of fatigue-related incidents. The following points are offered as a guide to help minimise the risk of fatigue-related car accidents and injuries whilst driving long distances:

1. Have a good nightâ€™s sleep before driving, so you can start fresh.
2. Where possible, start your trip early in the day and avoid driving straight after you finish a dayâ€™s work.
3. Shift the air control level to â€œfresh airâ€ rather than â€œrecycleâ€, or the air will get stuffy. Opening a window will also help.
4. Plan a 10-minute break or rest stop every two hours. Take advantage of designated rest areas to get out of the car and stretch.
5. As a general rule WORKER,
    1. all WORKERS/DRIVERS/CREW should alternate driving every 2-4 hours (where applicable) to ensure all WORKER are well rested.
    2. All drivers are to ensure they get sleep for a minimum of 4 hours before driving again.
    3. All drivers are to ensure they have a minimum of 10 mins break (outside of the vehicle with vehicle ignition switched off) every 2 hours. This must be documented on the Travel Log.
6. Watch for signs of fatigue.
7. Drinking coffee, talking, listening to the radio or opening the window may help in the short-term but if youâ€™re tired, only sleep can improve your concentration.
8. If you are really tired, pull over safely, set your phone alarm for 30 minutes, and have a nap.
9. **Remember: Fatigue affects a personâ€™s health and wellbeing; increases the chance of illness, workplace injuries and car accidents occurring; and reduces performance and productivity within the workplace. Managing these risks is a shared responsibility.**

Responsibilities of Fatigue Management are for everyone.

1. 5.1 Workplace Health and Safety laws are designed to ensure the health and safety of

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everyone at the workplace.
2. 5.2 The COMPANY has a duty to provide a working environment that is safe and without risk to the health of WORKERS. This includes ensuring that managers, supervisors and WORKER in general are well-informed about the risks associated with fatigue, and aware of effective and prompt actions to minimise those risks in the immediate and longer-term.
3. 5.3 Each supervisor and manager also has a duty to be observant and protect the safety and wellbeing of all WORKER, particularly new WORKERS.
4. 5.4 Each WORKER has a duty to take reasonable care for their own health and safety, as well as the health and safety of others in the workplace. This includes the obligation to turn up for work in a state that enables them to conduct their business activities in a safe manner. Each WORKER also has a duty to follow policies and procedures, and cooperate fully with actions The COMPANY takes to comply with Workplace Health and Safety laws of the country and jurisdiction the COMPANY head office is in.

Relevant legislation & information The COMPANYâ€™s Fatigue Management Policy complies with all relevant State/Territory and Federal Acts and associated Regulations within the country and jurisdiction of the COMPANY head office. The COMPANY also acknowledges the following resources which have helped develop this policy:

1. Fatigue Prevention in the Workplace (June 2008) â€“ a joint WorkSafe publication
2. Draft Code of Practice: Preventing and Managing Fatigue in the Workplace (December 2011) â€“ Safe Work Laws.

Breach of Policy A breach of this policy & procedure may have unintended and harmful consequences. Breaches of this policy & procedure may lead to disciplinary action being taken, including dismissal in serious cases.

Document Review and Authorisation Details. As per all documentation, FAQ and polices of the COMPANY FAQ will be reviewed at least every 2 years or as required by legislative change, corrective / preventative actions following an incident or as directed by the The COMPANY Board or Executive team.

Questions Asked and Answered:

1. David Phillip **| 02-Nov-2019 11:36 |**
   Read again. Question re: "ensure workplaces are well-lit and ventilated" As actors Captain/Supervisor on arriving at venue I see performance venue and green room has air conditioning and it is going to be a very hot day in Australia. I request from our contact if we can please have air conditioning turned on but they do not reply, despite several requests. As employee of Iconic what is ,my next recommended action in this regard.?
   1. **Answered by @ian.roberts 07-Nov-2019 5:15**
      A very good question David. We had a few similar situations here to. The issue here is that we are at the premise of an invited location and it is their property that we do not have the right to touch except the areas the venue has allowed us to use/touch for the purpose of event. What was done here, is what you should there. Send a final professionally written request to the venue organizer/contact by email, voice recording or text message highlighting that it is a workplace health and safety concern and the area is not ventilated and ask them to rectify the ventilation concern. The next thing to do is discuss with the rest of you cast and crew what their feelings and concerns are and document what they said and see if together a solution can be found. Document the solution and try to find the best approach to make you and the cast and crew safe and comfortable. All the information you gathered, the final message to the venue organizer/contact, the documented information from the cast and crew snd documented solutions and upload all of this with a brief of who, what, when, where and why it occurred on the EVENT MANAGEMENT CHANNEL and call out to the @eventmanagers id tag and very important your supervisor because it is a safety issue. Your supervisor will be sent multiple alert sounds. They key to remember here is the venue organizer/contact does not have to reply to your request

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or even do what you requested and they physically or verbally cannot be forced to do it either. If something serious happened because they didnâ€™t do what was asked they would be responsible for the workplace safety incident. With everything documented and uploaded they would be in a lot of trouble and you would have done the safe thing to do Â in this situation. One final thing - If you feel that the situation is of a serious or enough of a serious concern then you would tollow the SAFETY ALWAYS FIRST POLICY and put the event on hold, notify your department supervisor and the venue organizor/contact of the reason why the event is put on hold and then wait for directions of your department supervisor for the next steps.

Attached files:

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