##### [Insert Transport Company’s Name]

AFM Policy and Procedures

Based on the Livestock Transport Fatigue Management Scheme

Use this document as a template for your fatigue risk management system.

Procedures and forms can be replaced with a current system that is equivalent in the key areas and meets the standards and outcomes.

Key areas in this model document are highlighted as blue text in the instructions

# Approval

As the person responsible for the operations of **[Transport Company Name]**:

This document is a statement of [Transport Company Name] commitment to providing a safe and healthy work environment for its employees and other road users. This policy sets out the processes and procedures we will apply to safely manage driver fatigue and prevent work related injuries and property losses.

This Policy will be achieved through operational policies and procedures relating to fatigue management issues, specified in this document, which are compliant with the Heavy Vehicle National Law (HVNL) and Advanced Fatigue Management (AFM) Business Rules.

I have reviewed and approved this document, including associated forms referenced herein, for use by the [Transport Company Name].

I declare that the procedures outlined in this manual are a true account of my business practices.

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | | |
| Position |  | | |
| Signature |  | Date |  |

# Document properties

|  |  |
| --- | --- |
| Document title | [Transport Company Name] – AFM Policy and Procedures |
| Filename | [Transport Company Name] – AFM Policy and Procedures, Version [Version number] | |
| Document revision | [Version number] | |

Revision history

To be completed from the first draft and any subsequent changes. When the document has been Peer Reviewed the Comment field is to be updated to note that peer review has occurred, by whom and if changes have been made see example below.

| Version | Release date | Modified by | Comment | Approved by |
| --- | --- | --- | --- | --- |
| 0.1 |  |  | First Draft |  |
| 0.2 |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| 1.0 |  |  | Final version |  |

Amendment Register

This Register must be up dated each time an amendment is made to the manual. The contents page will also need to be amended. Pen amendments are fine providing each amendment is initialled and dated.

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| --- | --- | --- | --- |
| Date | Name | Page affected | Description |
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# Scope of [Transport Company Name]’s operations

Use this section to provide a summary/history of the business and its operations. Include a description of 1) the size of the company, 2) the type of transport task (if not purely livestock transport) and the geographical location of its depot and main contracts.

Operational demands – Need to work up to 15.5 hours in a day but do not need night time work, and do not need to work long hours on consecutive days.

The text below is an example for medium sized (family) business

The participation of [Transport Company Name] in the Livestock Transport Fatigue Management Scheme, part of the Advanced Fatigue Management (AFM) option of the NHVAS confirms the safe practices which already exist between the management of [Transport Company Name] and its employees.

This document addresses the fatigue management issues that affect [Transport Company Name]’s operations and sets out how the company will provide a safe working environment for its drivers and other road users.

[Transport Company Name] operates a livestock transport operations business out of [region of operations] with a fleet of [number of trucks and trailers] and employs [number of drivers] drivers. Our fatigue management system is designed to address the known fatigue risks in our operations, whilst achieving compliance with the AFM standards and fatigue management requirements of the HVNL. The purpose of our fatigue management system is to work with our drivers and other Chain of Responsibility parties to eliminate or safely manage the risks of fatigue impairment within our business operations.

Fatigue is generally described as a state of weariness from bodily or mental exertion that is experienced as feeling tired, drained or exhausted. Fatigue influences a driver’s physical, mental and emotional state, which can affect alertness and judgment, slow reaction time and decrease motor skills. Combined these affects impair a driver’s driving performance, increasing their risk of making driving errors and crashing their vehicle.

In accordance with the requirements of AFM accreditation, management will ensure that the policies, procedures, and statements endorsed by the Company and incorporated in this document, are maintained. Where required, [Transport Company Name] has also included systems and processes in this this document to ensure compliance with the obligations, in respect of managing heavy vehicle driver fatigue, set out in the HVNL. The company has trained relevant staff in the all fatigue management policies and procedures and monitors their use in its day-to-day operations.

## Roles and Responsibilities

Use this subsection to provide a summary of the business structures, key roles and reporting relationships.

The organisational chart, below, sets out the key positions involved in [Transport Company Name]’s Fatigue Risk Management System (FRMS) and the relationships between these positions.

Throughout this Manual, the following words and expressions used are to be interpreted as follows:

* ’The Company’ or ‘business’ is [Transport Company Name].
* ‘The Business Owner / Director’ is [Name of Director/Business Owner]
* ‘The General Manager’ is [Name of General Manager]
* ‘The Operations Manager’ is [Name of Operations Manager]
* ‘The Scheduler’ is/are [Name/s of Schedulers or staff who set driver schedules]
* ‘The Drivers’ are listed in our register of employees and training files.
* ‘The business office addresses’ and ‘Depot’ is [Business office/Depot address]
* ‘The postal address’ is [Postal Address]

The Operations Manager (or insert equivalent party) has overall responsibility for the running of the accreditation procedures, whilst individual responsibility and accountability is detailed in the procedures herein.

Introduction to Fatigue Risk Management Systems

Driver fatigue is a common and unavoidable by-product of the 24-hour, seven day a week transport task. Whilst there are numerous definitions of fatigue, it is generally defined as a decreased capacity to perform mental or physical work, or the subjective state in which one can no longer perform a task. In road transport this manifests as driving performance decreases and cognitive impairment. To this end, fatigue poses elevated crash risk to the heavy vehicle drivers and other road users.

Fatigue risk management is the process of managing the risks relating to fatigue on road transport to as low as reasonably practicable using a Fatigue Risk Management System (FRMS) where risks are identified, assessed, controlled and reviewed on a regular basis.

A FRMS integrates management practices, beliefs and procedures used to manage the risks of fatigue.

## What is driver fatigue?

Driver fatigue is often experienced as a combination of being tired, drained or exhausted. Fatigue is accompanied by poor judgment, slower reactions to events, and decreased driving skills.

Importantly, fatigue also impairs a driver’s judgment of his or her own state of fatigue. Which means the effective management of fatigue should not be the responsibility of the driver alone. Under the Heavy Vehicle National Law (HVNL), freight customers, operators and drivers all have a role to play in making sure any risks associated with fatigue are minimised.

Fatigue can result from long or arduous work, little or poor sleep and the time of day when the work is performed. It can be influenced by health and emotional issues, or by several of these factors in combination. Fatigue can accumulate over a period of time.

The body’s natural rhythms, or “circadian rhythms”, also have an impact, particularly for those who work at night or who work for extended periods.

### How circadian rhythm works

Most people are oriented to work in the daytime and sleep at night. The circadian rhythms (or “body clock”) are the body’s natural rhythms that are repeated approximately every 24 hours. These rhythms regulate sleeping patterns, body temperature, hormone levels, digestion and many other functions to maintain this orientation.

Work that requires people to be awake and active at night or early morning or to work for extended periods can cause disruptions to the body clock. This will affect the quality and quantity of sleep and lead to a build-up of sleep debt and a drop in alertness and performance.

### Impact of working hours on fatigue

Common transport industry work practices include working long hours, prolonged night work, working irregular hours, having little or poor sleep and early starting times. Many commercial vehicle drivers work more than 12 hours per day and a working week of over 70 hours is common practice, which makes them particularly susceptible to fatigue.

The risk of falling asleep at the wheel increases when drivers are driving at times when they would normally be asleep, particularly in the pre-dawn hours. There is also an increased crash risk during the mid-afternoon “siesta hours”.

The risk of accidents also increases with the length of shift but this can be controlled by implementing countermeasures. Controlling fatigue risks requires cooperation between employers and employees. Control strategies need to be implemented to reduce the risk of crashes as a result of fatigue.

### The need for sleep

All people have a need to sleep, with the urge to sleep greatest during the night and early morning when most people would normally be sleeping. Seven to eight hours of sleep a night is the usual average. However, people differ in the amount of sleep they need and their tolerance levels may also vary if they don’t get enough sleep.

Poor sleep, such as sleeping in a moving vehicle or having a small amount of sleep over several days, leads to severe sleep debt and the irresistible urge to sleep. This increases the risk of falling asleep while driving.

Whilst there is a difference between feeling sleepy and being impaired by fatigue, practically drivers have a limited ability to predict when they will fall asleep or are impaired by fatigue. The following are warning signs that a driver is either sleepy or fatigued and should seek a safe place to rest as soon as possible! By ignoring these signs and continuing to drive place themselves and others at greater risk of a serious crash.

|  |  |
| --- | --- |
| Sleep indicators include:   * a drowsy feeling; * blurred vision; * difficulty keeping eyes open; * head nodding; * excessive yawning; and * repeatedly drifting out of lane. | Fatigue indicators include:   * not feeling refreshed after sleep; * a greater tendency to fall asleep while at work; * more frequent naps during leisure hours; * feelings of sleepiness; * extended sleep during days off; and * increased errors and loss of concentration at work. |

Using the radio or air-conditioning to stimulate alertness has limited effect and will not overcome tiredness. While stimulants may provide a boost they do not reduce the need for sleep. Sleep that is delayed will need to be made up later.

The risk of fatigue is reduced when work schedules provide for sufficient good quality sleep. The most beneficial sleep is a good night’s sleep of at least six hours, taken in a single continuous period. The restorative effects are less if the sleep is split between day and night time. Some people experience excessive sleepiness during the day, despite an apparently adequate length of sleep. This may suggest the presence of a sleep-related disorder that may require medical attention.

### Working at night

Many heavy vehicle drivers work at night and, in particular, during the hours between midnight and 6am. They are either doing shifts or have schedules that require travel at night. Working at night elevates the risk of fatigue because it combines the daily low point of alertness with the increased likelihood of reduced amounts of sleep.

Night workers are more likely to have a crash than day workers. The risk of an incident increases with the number of nights worked, with some studies showing a 45 per cent increase by the fourth night and 90 per cent by the seventh night.

People who work at night have trouble adjusting their body clocks. No matter how much sleep a person has beforehand, he or she will feel sleepy between 1:00am and 6:00am.

Regular night workers can make some adjustment to their body clock that enables them to sleep during the day. This is rarely a complete readjustment however and on average night workers get around two hours less sleep than day workers. Apart from the effect of the body clock, their sleep is also more prone to disturbance. When they go back to being “day” people on their days off, they also find that their body clock resets itself to the normal day-night schedule. With both the quality and duration of sleep being affected, sleep deficit and fatigue can accumulate.

Driving at night on regional roads further increases the risk of a fatigue-related crash. The limited visibility, low levels of lighting, and generally reduced levels of sensory stimulation combined with high speeds increase the likelihood of a road crash.

* Wherever possible schedules should be adjusted to reduce night driving.
* Drivers and others in the workplace should be informed of the dangers and the warning signs associated with fatigue at night.
* Information should be provided on how best to cope with night work by changing and improving the environment for work and sleep both on the road and at home.
* Drivers coming off night shift should also have the opportunity to recover any sleep loss before returning to work. There should be at least 24 hours off between shift changes to prepare for the new day or night shift regime.

### On-call drivers

Managing on-call drivers presents a unique set of challenges as these drivers may not be sufficiently rested to take on long journeys. Drivers who are routinely rostered for on-call periods of 24 hours (and sometimes across an entire weekend) do not sleep as effectively as other drivers.

Setting similar limits for rostered on-call periods is not realistic and the frequency of on-call periods needs to be managed to provide adequate recovery sleep opportunities. Other rostering controls may also be needed (e.g., no day shift following night on-call).

## What is an FRMS?

A Fatigue Risk Management System (FRMS), as the name suggests, is a system used by a company to reduce driver fatigue related safety risks. An FRMS is not a one-off application process; it requires ongoing management and monitoring.

The system is based upon scientific principles and knowledge and incorporates operational experience with the aim of ensuring drivers are performing at adequate levels of alertness.

Broadly, an FRMS incorporates:

* *FRMS document* – This is a document that defines and details the way that fatigue-related risks are dealt with in the company. The best way to do this is to integrate the system with existing human resources and OHS documents. It should explain the processes required for managing a specific risk and is often called a company’s fatigue management manual.
* *Risk mitigation strategies* – These are a combination tools, strategies and control measures used for reducing, monitoring and managing fatigue-related risk.
* *Education*– All employees need to be made aware of the risks associated with the task along with the mitigation strategies that are in place to manage those risks.
* *Audit* – For the system to be effective it must be continuously monitored and regularly checked. This gives the company the opportunity to make improvements and to ensure it is flexible enough to change with changing work practices or functions.

### More Risk = More Countermeasures

Generally, the greater the flexibility offered by a FRMS, the more likely it is to encounter high fatigue risks. As the level of risk increases, the need for effective, multi – levelled countermeasures also increases. Countermeasures should provide multiple layers of defence against the occurrence of a fatigue-related incident. It’s not only about work hours.

Fewer countermeasures are needed to manage a low fatigue risk than are required for a high risk. It stands to reason that you need to develop more layers of protection as the risk of fatigue increases.

Figure 1 Relationship between risk and countermeasures

FLEXIBILITY/FATIGUE RISKS

COUNTERMEASURES

Lower fatigue risk,   
simpler countermeasures

Higher fatigue risk,   
more countermeasures

Countermeasures is a general term for a range of actions that can either prevent or minimise driver fatigue. They are generally split into four types:

* Offsets and Mitigations –are measures taken to reduce or balance the Fatigue risk (e.g., scheduling in rest or sleep) or minimise its effects (e.g., arranging a stand in driver for a fatigued driver)
* Controls - are measures to limit exposure to Fatigue risk (e.g., contacting a supervisor before delaying a delivery)
* Monitoring - checks and measures in place to ensure the above are being done and remain effective (e.g., reviewing driver work diary pages)

### Hierarchy of Controls

There are several ways in which driver fatigue risks can be controlled. The Hierarchy of Control is a list of control measures, in priority order, that can be used to eliminate or minimise exposure to the driver fatigue rest (see Figure 2 below).

The Hierarchy has six levels:

* Eliminate the Hazard – is the most effective means of hazard control and involves the physical removal of the hazard and risks
* Substitute the Hazard – by removing something that produces a risk or hazard and replacing it with something that does not produce any hazards or risks
* Isolate the Hazard – by preventing access to the risk or hazard
* Engineering controls – do not eliminate the hazards, but rather keep people isolated from the risk and hazards
* Administrative controls – involve changing the way people work and include procedures, training and signage
* Personal protective equipment – is the least effective way to control hazards as it has the high potential to being ineffective through use and damage

If this in not practicable, then

If this in not practicable, then

If this in not practicable, then

If this is not practicable, then

Figure 2 Hierarchy of Controls

The LTFMS sets out three “template tasks” – template work and rest limits suited to different livestock transport tasks – and the driver fatigue risks for each. Whilst these risks will be consistent from company to company, the countermeasures used to manage the fatigue risks can be specified by the company itself. Companies should choose countermeasures that suit their business both in terms of intent and ability.

When selecting specific countermeasures for managing the fatigue risks contained in the template hours, the company should work through the hierarchy of controls shown in the figure above. Obviously it is better to eliminate the hazard if possible as the lower the level of control implemented, the higher the level of risk that is accepted.

Where a decision has been made to implement a control measure, someone has to be responsible for implementing it and for monitoring and reviewing its effectiveness. Due to the level of responsibility and authority allocated to managers and supervisors, they should be responsible for the controls implemented in their workplaces.

Livestock Transport Fatigue Management Scheme Design

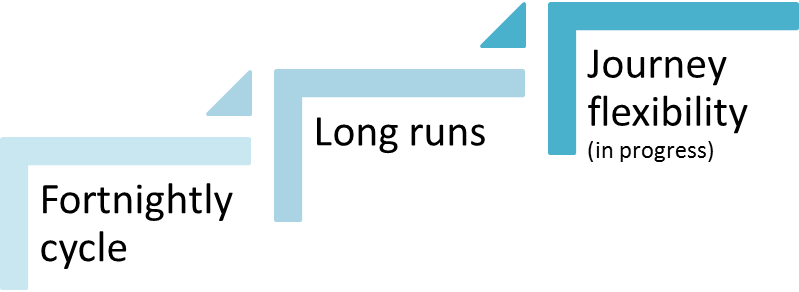
The Livestock Transport Fatigue Management Scheme is designed to offer transport operators with three different levels of flexibility, called template tasks that may be suited to their business needs:

* Fortnightly cycles
* Long runs
* Journey flexibility

The order of the three template tasks is based on the flexibility they offer, the level of fatigue risk they contain and, consequently, the amount or complexity of countermeasures needed to ensure that the fatigue risks are safely managed. This is depicted in the figure below.

This document sets out the fortnightly cycle template only. The long run and Journey flexibility templates are still under development and will be added to this document when approved.

Figure 3 LTFMS Scheme Design



# FLEXIBILITY

# COUNTERMEASURES

When all the templates are completed, transport operators will not have to be accredited in all three template tasks at once. Based on their comfort and ability, an operator can choose to be accredited in one or two of the template tasks that best suit their business needs. As their business grows, or as they get more confident operating under AFM accreditation, the operator can add additional template tasks or even design their own sets of hours for specific routes or contracts.

## Sequencing template tasks

If an operator chooses to include multiple template tasks in their AFM accreditation, they must take extra care to ensure they manage how drivers switch between the different template tasks. If a company is granted AFM accreditation for more than one template task, they will be issued with a single AFM certificate featuring a single set of AFM hours that merge the work and rest hours for each template task. The merged AFM hours will contain the longest work limits and shortest rest limits from each of the template tasks the business is approved to operate.

This doesn’t mean that the driver can work to the limits set on the AFM certificate. In fact, were a driver to work to these limits they would place themselves at too great a risk. Consider, for example, the risk associated with a driver working a long run after having worked ten days in a row; such a driver would likely be impaired by fatigue well before they complete the long run.

To manage this risk, a business is required to ensure drivers operate under only one template task at a time. To do this the business must check that drivers:

* are scheduled work hours from only one template task at a time, and
* have a reset rest break a when changing between template tasks, and
* will not breach a work and rest requirement for periods greater than 24 hours (i.e. 7, 14 or 28 days) when allocating a new driving task, and
* do not exceed the work and rest limits of any single template task, and
* do not exceed the work and rest limits on the AFM certificate.

Each template task contains work and rest hour limits that create some high fatigue risks for drivers, as well as required countermeasures forming part of a FRMS. These high fatigue risks can be managed safely for short periods of time if they are offset by rest before or after the fact and are not overused. A transport operator should know if a driver is likely to overuse the work and rest limits and be able to control this.

In larger companies with multiple drivers it may be possible to avoid the complexity of managing drivers swapping between tasks by ensuring that drivers to only work a single template task. In this way, the need to monitor the way drivers swap between tasks is removed. Additionally, drivers with less experience or drivers returning from leave can be allocated to lower risk template tasks and monitored before they progress to higher risk tasks.

The template tasks are designed to start and end in a reset rest break. A reset rest break is a break of at least 30 hours that includes two consecutive night rests between midnight and 6am. The aim of the reset rest break is to bring the driver’s fatigue (and fatigue impairment) back to “zero”, so that they are in the best possible shape to drive their next shift.

The quality of a driver’s reset rest break can be affected by a range of other factors that prevent them from getting good quality sleep or rest. Poor health, family or personal issues, lifestyle commitments or other work commitments could potentially impact a driver’s reset rest break. Operators who propose having their drivers swap between template tasks should ensure that they are aware of any of these factors, check the driver’s preparation for work and manage issues that may arise.

In theory, when a driver takes a reset rest break, they are preparing for their next shift by resetting their fatigue and it shouldn’t matter what template task that shift is based on. In practice, however, there are a range of factors that could impact on the quality of the reset rest break that a transport operator will need to consider when determining to swap a driver from one template task arrangement to another. Of most concern would be overuse of the work and rest limits during the previous shift.

A reset rest break may rest a driver’s fatigue but it does not allow the driver to exceed the work and rest limits.

## Template Task 1 – Fortnightly Cycle

The fortnightly cycle template task is designed to allow operators up to 12 consecutive days of work opportunities followed by a reset rest break of at least 30 hours, including two night sleeps. This template task trades the additional fatigue risk associated with not having a 24 hour break after 7 days for more and more frequent within-work-rest/breaks, a longer sleep opportunity and minimal night work.

Scenarios that might use this template task include:

* seasonal transport tasks where operators have a limited number of weeks in which to transport the freight.
* maintenance work on roads where climatic conditions require drivers to work longer than seven days to avoid adverse weather.

### Work and rest limits

Table 1, below, sets out the work and rest limits for the Fortnightly Cycle template task.

***Table 1 Operating limits for Fortnightly cycle***

|  |  |  |
| --- | --- | --- |
| In any period of … | ... a driver must not work for more than ... | ... a driver must not rest for less than... |
| 6 ¼ hours | 6 hours | 15 continuous minutes |
| 9 hours | 8 ½ hours | 30 minutes rest time in blocks of 15 continuous minutes |
| 12 hours | 11 hours | 60 minutes rest time in blocks of 15 continuous minutes |
| 24 hours | 14 hours | 10 hours, including 7 continuous hours stationary rest 1 |
| 14 days (336 hours) | 156 hours | Two 24 continuous hour periods stationary rest 2 |
| 28 days (672 hours) | 312 hours | Four 24 continuous hour periods stationary rest |

Conditions

1 7 continuous hours stationary rest must include the period from midnight to 4 am

### Risk profile

The Fortnightly Cycle template is generally low-risk, though the number of days between reset rest opportunities does represent a high risk level. The risk profile for this template is shown in Table 2 and described in the following paragraphs.

The table also includes possible countermeasures and ways of monitoring the fatigue risks. More information on countermeasures is included in the Template AFM System. These countermeasures are suggested minimums only. It is expected that each operator will customise the countermeasures to their business.

### Table 2 Risk Assessment for Fortnightly Cycle

|  |  |  |  |
| --- | --- | --- | --- |
| Principle | Risk level | What are your Risk Control / Counter Measures | Documented Location |
| 1.     ***Reduce time spent continuously working in the Work Opportunity*** | Low risk | Offsets – Schedule allows for 3 hours of within-work-rest in a 17 hour work opportunity  Controls – N/A  Mitigations – N/A  Monitoring – Monitoring of use of within-work-rest through work diary daily sheets | Section 2 (2.2 and 2.3 sets out policy and procedures)  Section 7 (Documents and records) |
| 2.     ***The more frequent breaks from driving the better*** | Medium risk | Offsets – Maximum of 4 continuous driving hours permitted and maximum of 6 hours work time between within-work-rest is policy limit. Real world data shows performance is much lower.  Controls – Compliance with animal welfare code means effective limit is 2 hours continuous driving when loaded  Mitigations – N/A  Monitoring – Monitoring through work diary daily sheets and animal welfare records (e.g., consignment notes) | Section 2 (2.2 sets policy)  Section 7 (Documents and records) |
| 3.     ***Ensure an adequate sleep opportunity (SO) in order to obtain sufficient sleep*** | High risk | Offsets – Policy limit is a minimum 7 hour but real world data shows this is used infrequently.  Controls – Pre trip planning and driver assessment is undertaken prior to each journey to prevent extended shifts.  Driver reporting of less than 6 hours sleep. Only allow 5% of trips where driver has had 5-6 hours sleep. Will not allow drivers to work if less than 5 hours sleep.  Mitigations – N/A  Monitoring – Monitoring through work diary daily sheets and Driver Fitness for Duty Assessment (Form 1) | Section 2 (2.2 and 2.3 sets out policy and procedures)  Section 3 (Readiness for Duty stipulate 5% limit)  Form 1 (collects data)  Section 7 (Documents and records) |
| 4.     ***Maximise adequate night sleep*** | High risk | Offsets – Policy is not to schedule drivers to work at night.  Controls – N/A  Mitigations – If a driver works in this period, they should have a 24 hours continuous rest on the day after the night work OR two consecutive 24 hour periods of rest no later than 12 days after their last reset rest break  Monitoring - Monitoring through work diary daily sheets | Section 2 (2.2 and 2.3 sets out policy and procedures)  Section 7 (Documents and records) |
| 5.     ***Minimise shifts ending between 00:00 to 06:00*** | Medium risk | Offsets – Policy is to not end shifts after midnight, allowing drivers night time rest.  Controls – N/A  Mitigations – N/A  Monitoring - Monitoring through work diary daily sheets | Section 2 (2.2 and 2.3 sets out policy and procedures)  Section 7 (Documents and records) |
| 6.     ***Minimise extended shifts*** | High risk | Offsets – Policy limit is to have no more than 14 hours of work in a 17 hour work opportunity. Real world data shows that the average length of the work opportunity is just over 12 hours.  Controls – Pre trip planning and driver assessment is undertaken prior to each journey to prevent extended shifts and ensure driver readiness  Mitigations – N/A  Monitoring – Monitoring through work diary daily sheets | Section 2 (2.2 and 2.3 sets out policy and procedures)  Section 3 (Readiness for Duty stipulates 5% limit)  Section 7 (Documents and records) |
| 7.     ***Prevent accumulation of fatigue with Reset rest breaks*** | High risk | Offsets – Policy is to aim or reset rest break at least once every seven days. Significant discretionary rest, frequent stops from driving, no night work and shorter days.  Controls – N/A  Mitigations – N/A  Monitoring – Monitoring through work diary daily sheets | Section 7 (Documents and records) |

### Risk management - Principle 1

The Fortnightly Cycle template task sets a policy of 3 hours of within-work-rest in a 17 hour work opportunity or, for shorter work opportunities, at least 15% of within-work-rest. The Template AFM System includes instruction on how to calculate the 15% for shorter work opportunities. This is potentially a low risk.

Compliance with this policy is monitored through a review of work diary pages and the alternative records at least every three months.

### Risk management - Principle 2

The Fortnightly Cycle template task sets a policy of a maximum of 4 hours of continuous driving and a maximum of 6 hours work between within-work-rest. This is potentially a medium risk.

Livestock transporters are required to stop driving at regular intervals to check the welfare after the first hour and then at least every couple of hours. Whilst not recorded in the driver’s work diary daily sheet, the AFM template system requires the driver to record these breaks from continuous driving in alternative records e.g., consignment notes.

Compliance with this policy is monitored through a review of work diary pages and the alternative records at least every three months.

### Risk management - Principle 3

The Fortnightly Cycle template task sets a policy of a minimum of 7 consecutive hours of rest. This is potentially a high risk.

The AFM template system set a policy that drivers must report their previous night’s sleep prior to each trip (Form 1). The policy requires 95% of trips to have drivers who have reported at least 6 hours of sleep on the prior night. Drivers who report having only between 5 and 6 hours of sleep are required to discuss this with the scheduler prior to the trip plan being approved. Drivers who have less than 5 hours of sleep should not be permitted to drive.

Compliance with this policy is monitored through a review of work diary pages and the alternative records at least every three months.

### Risk management - Principle 4

The Fortnightly Cycle template task sets a policy not to schedule drivers to work at night. If night work is required, it should be limited to early starts – work starting between 4 and 6 am, preferably during daylight.

**Early Starts**

Working at night when the body is biologically programmed to sleep can interrupt a person’s body clock. The body clock is the body’s natural rhythm repeated roughly every 24 hours. It regulates functions including sleeping patterns, body temperature, hormone levels and digestion. As it is programmed for different levels of wakefulness, people experience different levels of alertness depending on the time of the day.

When a person’s body clock is out of step alertness decreases making them feel fatigued. This increases the risk of making errors and causing incidents and injuries, either in the workplace or outside of work, including on the way to and from work.

Early starts – commencing work between 4 am and 6 am – are common for livestock drivers but need to be carefully managed to minimise the disruption they can cause to the drivers’ body clock.  A driver should not begin an early start:

* If they are feeling sleepy or tired
* within 30 minutes of waking up
* after having only the minimum sleep opportunity
* if it would mean commencing work in darkness, or
* if they have had an early start the day before.

A driver should not use early starts on consecutive days.  When a driver uses an early start they should have a 24 hour rest on the following day or two consecutive 24 rests no later than 12 days of the their last reset rest break.

Drivers should be consulted before they are scheduled to use an early start.  If the driver believes that the early start would pose a significant risk, the trip should be rescheduled to avoid the early start.

Compliance with this policy is monitored through a review of work diary pages and the alternative records at least every three months.

### Risk management - Principle 5

The Fortnightly Cycle template task sets a policy not to schedule drivers to end their shift between midnight and 6 am. This is potentially a medium risk.

Compliance with this policy is monitored through a review of work diary pages and the alternative records at least every three months.

### Risk management - Principle 6

The Fortnightly Cycle template task sets a policy to have no more than 14 hours of work in a 17 hour work opportunity. This is potentially a high risk.

The AFM template system set a policy that at drivers must report their previous night’s sleep prior to each trip, their sleepiness, and unresolved medical issues (Form 1). The policy requires 95% of trips to have drivers who have reported at least 6 hours of sleep on the prior night or a sleepiness score of 7 or more (using the Karolinksa Sleepiness Scale).

Drivers who report having only between 5 and 6 hours of sleeps or a sleepiness score of 7 or more are required to discuss this with the scheduler prior to the trip plan being approved.

Compliance with this policy is monitored through a review of work diary pages and the alternative records at least every three months.

### Risk management - Principle 7

The Fortnightly Cycle template task sets a policy to have a reset rest break at least once every seven days. A driver to may work up to 12 days if this increased risk associated with this is off-set by significant discretionary rest, frequent stopping from driving no night work and shorter days. This is potentially a high risk.

Compliance with this policy is monitored through a review of work diary pages and the alternative records at least every three months.

### Other countermeasures

In addition to the specific measures mentioned above, the AFM template system provides general countermeasures to ensure that drivers are in as fit a position to undertake the required the proposed task. These include:

* Safe trip plans are required for all trips and are not approved until after the driver has reported on their sleep, sleepiness (using the Karolinska Sleepiness Scale), state of wellbeing and prior work and rest pattern.
* Drivers are trained in fatigue knowledge and awareness and retrained if needed based on a quarterly review of their work and rest records.
* A zero drug and alcohol policy with randomised testing conducted.

## Template Task 2 – Long Runs

The “Long Runs” template task is designed to allow operators up to 15 ½ hours of work time in a single work opportunity on a non-consecutive basis (i.e., one day long, one day short). This hours arrangement is a modification of the existing AFM template system based on the Queensland Livestock Transport Scheme.

Scenarios that might use this template task include:

* planning for a specific delivery (direct or return) in excess of 1200 kilometres or where congestion or other delays are anticipated at the start or end of the journey (e.g., trips between Port Adelaide and Sydney, trips from Alice Spring to Port Augusta when the winds are up)
* after consultation with their supervisor, where a driver is required to continue a journey in order to meet animal welfare requirements
* journeys where a driver is rapidly approaching their planned prescribed maximum work time due to unforeseen delays, but is unable to find a suitable place to take rest

### Work and rest limits

Table 3, below, sets out the work and rest limits for the Long Runs template task.

***Table 3 Livestock Transporters operating limits***

|  |  |  |
| --- | --- | --- |
| In any period of … | ... a driver must not work for more than ... | ... a driver must not rest for less than... |
| 4 ½ hours | 4 hours | 30 minutes in blocks of 15 continuous minutes |
| 24 hours | 15 ½ hours | 8 ½ hours, including 7 continuous hours stationary rest 1 |
| 48 hours | 27 ½ hours | 20 ½ hours, including 10 continuous hours stationary rest2 |
| 7 days (168 hours) | 82 hours | One 24 continuous hour period stationary rest |
| 14 days (336 hours) | 156 hours | Two 24 continuous hour periods stationary rest |
| 28 days (672 hours) | 312 hours | Four 24 continuous hour periods stationary rest |

Conditions

1 7 continuous hours stationary rest should include the period from midnight to 6 am

2 10 continuous hours stationary rest should include the period from midnight to 6 am

### Risk profile

The Long Runs template allows drivers to work longer on a day (a higher risk), providing

* 1. drivers have regular breaks from driving,
  2. work during daylight hours, and
  3. the extra work is offset with a) extra rest and b) reduced work on the following day.

The risk profile for this template task is shown in Table 4 and described in the following paragraphs. Because of the potential for greater risk; the Long Runs template contains greater controls and countermeasures.

The table also includes countermeasures and ways of monitoring the fatigue risks. These countermeasures are suggested minimums only. It is expected that each operator will customise the countermeasures to their business by asking and answering the following:

* What are the risks associated with allowing these hours of work/rest in my business?
* When is it okay for my drivers to take these risks and when is it not?
* What will you do to make this risk less dangerous? and
* How will you know what you are doing is reducing the risks?

More information on countermeasures is included in the Template AFM System. Where you choose to add your own countermeasures, you should include these in Table 4, below, and in the relevant part of your TFRMS policy and procedures.

### Table 4 Risk Assessment Matrix

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Principle | Risk level | What are your Risk Control / Counter Measures | | Documented Location |
| 1.     ***Reduce time spent continuously working in the Work Opportunity*** | High risk | Policy | Schedule allows for 1.5 hours of within-work-rest in a 17 hour work opportunity. | Section 2 (2.2 and 2.3 sets out policy and procedures)  Section 7 (Documents and records) |
| Offsets | Frequent stopping from driving to avoid effects of monotony. |
| Controls | Controlled by short rest requirement in AFM Hours |
| Mitigations |  |
| Monitoring | Monitoring of use of within-work-rest through driver work records. |
| 2.     ***The more frequent breaks from driving the better*** | Medium risk | Policy | Maximum of 4 hours work time between within-work-rest is limit. | Section 2 (2.2 sets policy)  Section 7 (Documents and records) |
| Offsets | Real world data shows performance is much lower (approximately two hours). |
| Controls | Compliance with animal welfare code means effective limit is 2 hours continuous driving when loaded. |
| Mitigations |  |
| Monitoring | Monitoring through driver work records and animal welfare records (e.g., consignment notes). |
| 3.     ***Ensure an adequate sleep opportunity (SO) in order to obtain sufficient sleep*** | High risk | Policy | Limit is a minimum 7 hours on one day followed by 10 hour on the subsequent day. | Section 2 (2.2 and 2.3 sets out policy and procedures)  Section 3 (Readiness for Duty stipulate 5% limit)  Form 1 (collects data)  Section 7 (Documents and records) |
| Offsets | Real world data shows that 7 hours is used infrequently. Industry average is about 10 hours. |
| Controls | Pre-trip planning and assessment of driver fitness and sleepiness is undertaken prior to each journey to prevent extended shifts. |
| . |
| Only allow 5% of trips where driver has had 5-6 hours sleep. |
| Will not allow drivers to work if less than 5 hours sleep. |
| Mitigations | Sleeping conditions are ADR approved and maintained sleeper berth or quiet sleeping facilities. |
| Monitoring | Monitoring through driver work records and Driver Fitness for Duty Assessment (Form 1). |
| 4.     ***Maximise adequate night sleep*** | Low risk | Policy | Policy is not to schedule drivers to work at night. | Section 2 (2.2 and 2.3 sets out policy and procedures)  Section 7 (Documents and records) |
| Offsets | 10 hour sleep opportunities every other day |
| Controls |  |
| Mitigations | If a driver works between 4 am and 6 am (called an ‘early start’), they should have a 24 hours continuous rest on the day after the night work OR two consecutive 24 hour periods of rest no later than 6 days after their last reset rest break. |
| Monitoring | Monitoring through driver work records. |
| 5.     ***Minimise shifts ending between 00:00 to 06:00*** | Low risk | Policy | Policy is to not end shifts after midnight, allowing drivers sufficient night time rest. | Section 2 (2.2 and 2.3 sets out policy and procedures)  Section 7 (Documents and records) |
| Offsets |  |
| Controls | Approval process for drivers who will finish after midnight |
| Mitigations | Increased sleep op / decreased work after the event (i.e. later start / shorter work day) |
| Monitoring | Monitoring through work diary daily sheets. |
| 6.     ***Minimise extended shifts*** | High risk | Policy | Policy limit is up to 15 ½ hours of work in a 17 hour work opportunity. Cannot be used on consecutive days. | Section 2 (2.2 and 2.3 sets out policy and procedures)  Section 3 (Readiness for Duty stipulates 5% limit)  Section 7 (Documents and records) |
| Offsets | Extended work must be followed by reduced work on the next day and by a longer sleep opportunity. |
| Controls | Pre-trip planning and assessment of driver fitness is undertaken prior to each journey to prevent extended shifts and ensure driver readiness. |
| Mitigations | Frequent stops from driving allow the driver to avoid the monotony effects of continuous driving. |
| Monitoring | Monitoring through work diary daily sheets. |
| 7.     ***Prevent accumulation of fatigue with Reset rest breaks*** | Medium risk | Policy | Policy is to aim or reset rest break at least once every seven days | Section 7 (Documents and records) |
| Offsets | Significant discretionary rest, frequent stops from driving, no night work and extended sleep opportunities are including in schedules |
| Controls | 24 hour continuous rest requirement in 7 days in AFM Hours |
| Mitigations |  |
| Monitoring | Monitoring through work diary daily sheets |

### Principle 1 – Reduce time spent continuously working in the Work Opportunity

The Long Runs template task sets a policy of at least 1 ½ hours of within-work-rest in a 17 hour work opportunity, which equates to about 8.8% within-work-rest. This is potentially a high risk.

To help offset this risk, the template provides drivers with additional discretionary rest that would allow a within-work-rest break of 15 minutes every two hours. The minimum within-work-rest requirement is 30 minutes of rest after four hours of work. This additional within-work-rest will help minimise the monotony effects of continuous work on driver fatigue.

Compliance with this policy is monitored through a review of work diary pages and the alternative records at least every three months.

### Principle 2 – The more frequent breaks from driving the better

The Long Runs template task sets a policy of a maximum of 4 hours work between within-work-rest. This is potentially a medium risk.

As mentioned elsewhere in this document, livestock transporters are required to stop driving at regular intervals to check the welfare after the first hour and then at least every couple of hours. This frequent stopping helps minimise the monotony effects of continuous work on driver fatigue.

Whilst not recorded in the driver’s work diary daily sheet, the AFM template system requires the driver to record these breaks from continuous driving in alternative records e.g., consignment notes. Compliance with this policy is monitored through a review of work diary pages and the alternative records at least every three months.

### Principle 3 – Ensure an adequate sleep opportunity (SO) in order to obtain sufficient sleep

The Long Runs template task sets a policy of a minimum of 7 consecutive hours of rest. This is potentially a high risk.

Real world data shows that this minimum rest requirement is infrequently used by livestock transporters, however it is probable on days when drivers are required to work the full 15 ½ available on day in this template.

Whilst drivers are required to take more than the minimum rest if it is required to help manage their fatigue, the template requires all drivers to have a 10 continuous hours rest every second day. The template also requires sleep opportunities to occur during the night, covering the midnight to 6 am period, as research shows that sleep is most effective during this period.

Sleep accommodation provided by the Transport Operator must be suitable for the management and prevention of fatigue. Whether a driver uses an ADR compliant sleeper berth or sleeps in fixed accommodation, good sleep is more likely if the facilities are comfortable and light, noise and temperature are managed. The Transport Operator must also ensure that all drivers are trained on the importance of sleep for managing fatigue.

The potential impacts of poor sleep on driver fatigue are monitored in two ways. The AFM template system sets a policy that drivers must report their previous night’s sleep prior to each trip (Form 1). The policy requires drivers to have had at least 6 hours of sleep on the prior night for 95% of trips. Drivers who report having only between 5 and 6 hours of sleep are required to discuss this with the scheduler prior to the trip plan being approved. Drivers who have less than 5 hours of sleep should not be permitted to drive.

The template also requires drivers to self-report their sleepiness using the Karolinska Sleepiness Scale (KSS) and provides triggers for determining if a driver is too sleepy to undertake the proposed work safely. This information can also be tracked by the Transport Operator to provide an indicator of potential sleep disorders. Transport operators monitoring driver sleepiness who notice uncharacteristic changes in sleepiness scores in drivers are encouraged to discuss the changes with the driver and, if appropriate, refer the driver to medical assistance.

Compliance with this policy is monitored through a review of work diary pages and alternative records at least every three months.

### Principle 4 – Maximise adequate night sleep

The Long Runs template task sets a policy not to schedule drivers to work at night. If night work is required, it should be limited to early starts – work starting between 4 and 6 am, preferably during daylight and should be managed to ensure that it doesn’t affect the driver’s alertness.

**Early Starts**

Working at night when the body is biologically programmed to sleep can interrupt a person’s body clock. The body clock is the body’s natural rhythm repeated roughly every 24 hours. It regulates functions including sleeping patterns, body temperature, hormone levels and digestion. As it is programmed for different levels of wakefulness, people experience different levels of alertness depending on the time of the day.

When a person’s body clock is out of step alertness decreases making them feel fatigued. This increases the risk of making errors and causing incidents and injuries, either in the workplace or outside of work, including on the way to and from work.

Early starts – commencing work between 4 am and 6 am – are common for livestock drivers but need to be carefully managed to minimise the disruption they can cause to the drivers’ body clock.  A driver should not begin an early start:

* If they are feeling sleepy or tired
* within 30 minutes of waking up
* after having only the minimum sleep opportunity
* if it would mean commencing work in darkness, or
* if they have had an early start the day before.

A driver should not use early starts on consecutive days. When a driver uses an early start they should have a 10 hour long rest break on the following day, regardless of the previous work opportunity.

Drivers should be consulted before they are scheduled to use an early start.  If the driver believes that the early start would pose a significant risk, the trip should be rescheduled to avoid the early start.

Compliance with this policy is monitored through a review of work diary pages and the alternative records at least every three months.

### Principle 5 – Minimise shifts ending between 00:00 to 06:00

The Long Runs template task sets a policy to not schedule drivers to end their shift between midnight and 6 am. This is potentially a low risk.

When planning trips and rosters, care should be taken to ensure that departure times and trip duration don’t require the driver to work past midnight. Any driver scheduled to work an extended shift (of 17 hours) should leave before 7 am if they are to complete the journey prior to midnight.

If drivers are required to drive past midnight to get to a safe place of rest or for the purpose of animal welfare, they should make contact with a supervisor who can determine the suitability of the request (including the driver’s current level of fatigue). This should only be permitted in extreme circumstances and drivers should be allowed a later start on the following day.

Compliance with this policy is monitored through a review of work diary pages and the alternative records at least every three months.

### Principle 6 – Minimise extended shifts

The Long Runs template task allows up to 15 ½ hours of work in a 17 hour work opportunity. This is potentially a high risk.

Analysis of real world data from livestock transport operators indicates that the average work opportunity is about 12 hours and that long work periods are used infrequently. However, when extra work is required for a specific task, the LTFMS requires driver to offset the high risk with less work and extra rest after completing the task. To offset the risks created by the extended work limit on a day, drivers must work less on the following day (no more than 12 hours) and have a 10 continuous hour rest every second day. Extended shifts occur predominantly during daylight hours and must not be scheduled to continue past midnight.

Drivers who are scheduled to work extended shifts on a day must not have done more than 12 hours work on the prior day. This rules helps prevent a driver from starting an extended shift while affected potentially impaired by fatigue.

Before commencing work, the AFM template system also requires drivers to report their previous night’s sleep prior to each trip, their sleepiness, and any unresolved medical issues (Form 1). Drivers who report having only between 5 and 6 hours of sleeps or a sleepiness score of 7 or more are required to discuss this with the scheduler prior to the trip plan being approved. The policy requires drivers to have at least 6 hours of sleep on the prior night and a sleepiness score of 7 or more (using the KSS) for 95% of their trips

Regular breaks from driving are also required under the template. Drivers must have at least 30 minutes of rest every four hours, however, the limits allow drivers to have 15 minutes every two hours. Frequent stopping should help minimise the impact of monotony from continuous driving on fatigue. This is mentioned under Principle 1.

Compliance with this policy is monitored through a review of work diary pages and alternative records at least every three months.

### Principle 7 – Prevent accumulation of fatigue with Reset rest breaks

The Long Runs template task sets a policy to have a reset rest break at least once every 7 days. This is potentially a medium risk.

A reset rest break is a break of at least 30 hours that includes two consecutive night rests between midnight and 6am. The aim of the reset rest break is to bring the driver’s fatigue (and fatigue impairment) back to “zero”, so that they are in the best possible shape to drive their next roster.

Significant discretionary rest, frequent stops from driving, no night work and extended sleep opportunities are included in schedules to offset the potential risk.

Compliance with this policy is monitored through a review of driver work records and the alternative records at least every three months.

### Other countermeasures

In addition to the specific measures mentioned above, the AFM template system provides general countermeasures to ensure that drivers are in as fit a position to undertake the required the proposed task. These include:

* Safe trip plans are required for all trips and are not approved until after the driver has reported on their sleep, sleepiness (using the Karolinska Sleepiness Scale), state of wellbeing and prior work and rest pattern.
* Drivers are trained in fatigue knowledge and awareness and retrained if needed based on a quarterly review of their work and rest records.
* A zero drug and alcohol policy with randomised testing conducted.

Monitoring of behavioural and attitudinal indicators of fatigue is an essential component of the LTFMS. Daily monitoring of drivers’ fitness and readiness for duty is factored into the template system. Whilst these are primarily design as a control measure before a driver commences a higher risk journey, the same information can provide indications of a trend or long terms changes by comparing a driver’s response over time. For example, if drivers show signs of fatigue on multiple consecutive trips, it may be that there are other factors in place that need to be investigated. Similarly, if a trip is regularly taking longer than it used to, you may need to reschedule that trip or allocate more time to the driver.

Businesses should also be aware of the potential of using technology to monitor behavioural indicators of fatigue. There are a number of systems available to the transport industry that monitor drivers and indicate if they are displaying signs of fatigue. Tracking technology, which use in vehicle telematics, can report on a range of factors that may indicate fatigue impairment, including lane departures, poor speed control/high variability in speed, and harsh breaking. All of these behaviours suggest that a driver isn’t applying constant attention to their driving, which could be due to fatigue. Whilst the LTFMS does not mandate the use of technology to monitor drivers, it is worth considering if technology is feasible for your business.

## Template Task 3 – Journey Flexibility (in progress)

The “Journey Flexibility” template task is designed to allow operators up to 15.5 hours of work time across multiple, consecutive work opportunities in a 72 hour period. The hours arrangement is a modification of the West Australian fatigue management Code of Practice to reflect the 15 minute counting interval specified under the Heavy Vehicle National Law. This change does not significantly detract from cost competitiveness in comparison to the WA scheme as it is widely held that 10 minutes is insufficient time to take an effective break and it is common practice in WA to have more than 10 minutes rest at a time.

As a modification of the West Australian fatigue management Code of Practice, this scheme has a higher net risk than other schemes. Whilst the increase work-related break time helps to mitigate this risk additional countermeasures are recommended for inclusion with this task.

Scenarios that might use this template task include:

* livestock transport to or from West Australia
* planning for specific time sensitive jobs that have a limited duration in terms of days (e.g., a job to coordinate the delivery of cattle to a livestock ship with a 48-72 hour sailing window)
* planning for extended journeys, where a driver is unable to return to base and the journey is likely to be in excess of 1400km (e.g., remote area convoys moving cattle moving from north West Australia into north Queensland for fattening).
* The Long Runs template will be added to the LTFMS in late 2016.

# Scheduling and Rostering (AFM Standard 1)

## Standard

Scheduling of trips and rostering of drivers will incorporate fatigue management measures.

## Description:

Scheduling and rostering practices are to ensure trip schedules and driver rosters are planned and assigned in accordance with the operator’s approved operating limits. Scheduling and rostering practices will include an assessment of the driver’s recent work history, ability, welfare and preference (where appropriate), and time for the transport task to be completed safely.

## Policy

[Transport Company Name] will ensure that trips are planned and assigned to drivers ensuring:

* the approved operating limits will not be exceeded
* Drivers who have had limited sleep, limited opportunity for sleep or poor sleep are not to be scheduled for prolonged periods of work
* Schedulers review and consider results of an assessment of the driver's recent work and rest history, sleep, ability, and welfare (refer fitness for duty )
* Alterations to rosters are made to accommodate the area where the trip is being performed, the length of the trip, road conditions, and the availability of rest areas so long as this is done in a manner that reduces driver fatigue.

Trip schedules must be prepared for each trip and must ensure that drivers are given sufficient time to complete the task (factoring in potential non-driving work time), are not required to drive unreasonable distances, and are given sufficient notice or adequate pre-trip rest.

Drivers are required to stop to check animal welfare in accordance with the national standards for animal welfare and schedules/trip plans must include this before they are approved.

## Procedures

### Scheduling

[Transport Company Name] and the Customer share a joint responsibility for ensuring that trip plans are designed in accordance with approved operating limits and fatigue risk management. It is advisable that [Transport Company Name] and the Customer co-develop a set of typical trip plans covering typical tasks.

The trip plan must specify the timing, duration, and location of all intended driving non-driving work, rest and sleep opportunities (refer to and complete Forms 1 & 2).

Trip plans may take the form of line maps which include knowledge of the route, rest areas, road types and relevant potential support facilities that may be accessed (e.g. spelling facilities/sale yards) that may support livestock and human welfare requirements on the journey.

The Scheduler will:

* create and document generic trip plans for all standard trips in consultation with the Customer and experienced drivers. For non-standard trips, the scheduler will create a specific trip plan and will arrange for it to be signed off by an experienced third party in the supply chain nominated by the business owner. The trip plans should
  + be achievable within the approved operating limits (see Tables 5 and 6)
  + provide discretionary rest of 3 hours in a 17 hour work opportunity or 15% in other work opportunity lengths [fortnightly cycle**] OR** at least 1.5 hours in a 17 hour work opportunity [long runs]

[if applying for one template task, delete text associated with the task that is not applicable]

* + include time for drivers to stop driving after 4 continuous hours and to conduct welfare checks of animals
  + not schedule shifts to end between midnight and 6 am
  + avoid night work.
* Any driving done between the hours of midnight and 6am is considered Night Work. Driving done during these hours’ presents an increase fatigue risk for drivers. Schedules and trips should avoid work in this period and drivers given the opportunity to sleep during this period wherever possible.
* Where working during this period is required, it is better for a driver to this as an early start rather than a late finish. This should also be limited to less than 50% of trips and drivers should be given a 48 hour continuous stationary rest break within a 14 day period [fortnightly cycle] **OR** a 10 hour long rest break on the following day, regardless of the previous work opportunity.[long runs] in line with the approved operating limits.

[if applying for one template task, delete text associated with the task that is not applicable]

* Night time work is work between the midnight and 6 am and represents a specific risk to drivers as it combines a circadian dip with poorer visibility. Schedules and trips should avoid work in this period and night sleep should be offered to all drivers. Less than 50% of trips should include work between midnight and 6 am and preferably should be limited to early morning starts. If this work is required, the driver is required to have two consecutive 24 hour periods rest within a fortnight from the last reset rest break [fortnightly cycle] **OR** a 10 hour long rest break on the following day, regardless of the previous work opportunity.[long runs]

[if applying for one template task, delete text associated with the task that is not applicable]

* regularly monitor trip plans and a sample of driver rosters and review the trip plans at least annually, if contracts change or if post incident report indicates a potential scheduling issue
* consideration is given and action is taken to minimise fatigue risks when altering trip plans and driver rosters
* relief/casual drivers, where required, must be trained in the relevant national fatigue knowledge and awareness competency and will be inducted in this system before being allocated to trips using the permitted AFM limits.

***Table 5 – Fortnightly operating limits***

|  |  |  |
| --- | --- | --- |
| In any period of … | ... a driver must not work for more than ... | ... a driver must not rest for less than... |
| 6 ¼ hours | 6 hours | 15 continuous minutes |
| 9 hours | 8 ½ hours | 30 minutes in blocks of 15 continuous minutes 30 minutes rest time in blocks of 15 continuous minutes |
| 12 hours | 11 hours | 60 minutes rest time in blocks of 15 continuous minutes |
| 24 hours | 14 hours | 10 hours, including 7 continuous hours stationary rest 1 |
| 14 days  (336 hours) | 156 hours | Two 24 continuous hour periods 2 |
| 28 days  (672 hours) | 312 hours | Four 24 continuous hour periods |

Conditions

1 7 continuous hours stationary rest must include the period from midnight to 4 am

***Table 6 – Long runs operating limits***

|  |  |  |
| --- | --- | --- |
| In any period of … | ... a driver must not work for more than ... | ... a driver must not rest for less than... |
| 4 ½ hours | 4 hours | 30 minutes in blocks of 15 continuous minutes |
| 24 hours | 15 ½ hours | 8 ½ hours, including 7 continuous hours stationary rest1 |
| 48 hours | 27 ½ hours | 20 ½ hours, including 10 continuous hours stationary rest2 |
| 7 days  (168 hours) | 82 hours | One 24 continuous hour period stationary rest |
| 14 days  (336 hours) | 156 hours | Two 24 continuous hour periods stationary rest 2 |
| 28 days  (672 hours) | 312 hours | Four 24 continuous hour periods stationary rest |

Conditions

1 7 continuous hours stationary rest should include the period from midnight to 6 am

2 10 continuous hours stationary rest should include the period from midnight to 6 am

To manage the risk associated with operating multiple template tasks, [Transport Company Name] will ensure drivers work under only one template task at a time. To do this, the scheduler will check that drivers:

* are scheduled work hours from only one template task at a time, and
* have a reset rest break a when changing between template tasks, and
* will not breach a work and rest requirement for periods greater than 24 (i.e. 7, 14 or 28 days) hours when allocating a new driving task, and
* do not exceed the work and rest limits of any single template task, and
* do not exceed the work and rest limits on the AFM certificate.

[if applying for one template task, delete blue text above]

### Rostering

To ensure sufficient rest periods are available which maximise the opportunity for drivers to recover from the effects of fatigue, the following practices are to be observed which meet the criteria of the NHVAS Advanced Fatigue Management Module.

* all trips are planned in advance and have a trip plan. A trip plan is an agreement between [Transport Company Name] and the driver to transport livestock from an origin to a destination location (refer to Form 1).
* the increased fatigue risk for a driver returning from leave or time off is considered in trip planning and driver rostering. Drivers must report on this prior to the trip plan being completed and approved.
* Drivers must report on fitness and readiness for duty, the results of this reporting may be used to alter an existing trip plan and should be considered when developing future rosters and trip plans.
* the increased fatigue risk for a driver being unfit or not ready for work is considered in driver rostering. Drivers must report on this prior to the trip plan being completed and approved.
* Schedulers should not allow drivers with elevated fatigue risks to drive high risk trips, especially trips that include:
  + Long work opportunities,
  + Short sleep opportunities, or

[Delete blue text if applying for long runs template task]

* + Night work/ Early starts
  + Short sleep opportunities, or

[Insert blue text if applying for long runs template task]

* Drivers are given at least 24 hours’ notice to prepare for a scheduled working period of 14 or more days [fortnight cycle] **OR** working more than 14 hours [long runs] (where practical).
* [if applying for one template task, delete text associated with the task that is not applicable]
* the Driver will carry the trip plan within the vehicle and update it to reflect changes to conditions and circumstances.
* in all circumstances, the driver has the authority to request an amendment to a trip plan where he/she believes the trip plan would negatively impact their level of fatigue or entail non-compliance with this policy.
* drivers should not change work if it will increase the fatigue risk except for emergency situations, which are defined as unforeseen catastrophic events including those caused by external environmental elements. The operator must define which events are catastrophic in this manual and include this in the induction training. An example could include road closures due to flash flooding etc.
* where practicable, drivers should contact a supervisor or scheduler prior to engaging in a higher risk activity than was originally included in the trip plan
* where there are delays, breakdowns, accidents or drivers arriving not fit for duty the scheduler is authorised to use alternative measures such as stand in drivers or alternative vehicles being used.

### Small / single vehicle operators

* This category of operator will need to ensure that they are able to demonstrate they have implemented effective alternative arrangements for controlling these risks.
* This may include for example, implementing formal arrangements with other operators (sub-contracts) as part of contingency arrangements.

# Readiness for Duty (AFM Standard 2)

## Standard

Drivers are in a fit state to safely perform required duties.

## Description:

Operators are to ensure that time off is provided for drivers to recover from or to prepare for the fatigue effects of work. Drivers are to ensure that they consider the impact of activities such as recreational activities and personal life on their wellbeing and capacity to work safely, and use time off responsibly to prepare for, or to recover from, the fatigue effects of work.

## Policy

[Transport Company Name] will ensure that sufficient time off is provided for drivers to prepare for and recover from the effects of work and fatigue impairment.

Drivers are to ensure that they consider the impact of activities such as recreational activities and personal life on their well-being and capacity to work safely and use time off responsibly to prepare for, or recover from, the fatigue effects of work and to report fit for duty.

Drivers must present and remain fit for duty, this is supported by not being impaired by fatigue, alcohol, or drugs, whether prescribed or otherwise. Drivers are responsible for seeking their own medical assistance to determine if their consumption of prescription drugs will impair their driving performance.

[Transport Company Name] will monitor driver readiness prior to a daily trip plan for the driver being finalised. Drivers with higher fatigue risks will not be allocated to higher risk trip plans, those involving working up to the approved limit, or those involving night work or short sleep opportunities.

As the approved operating limits allow schedules that have higher risks of fatigue, special emphasis is given to a driver’s prior sleep, sleep opportunity and sleepiness. Drivers with risks in any of these should not be allocated high risk trip plans.

## Procedure

The Scheduler/Relevant Manager must also ensure that:

1. This Fatigue Management Policy Statement is displayed in a prominent place within the workplace.
2. Fitness for duty of drivers is everyone’s responsibility and should be supervised by the Scheduler or other nominated person, as far as is reasonably practicable. This includes the implementation of mandatory reporting of driver fitness using the Drivers Fitness Assessment (Form 2).
3. Drivers are trained in the requirements of the Fatigue Management Policy Statement with respect to off-duty social activities prior to presenting for work on the next working day.
4. If a driver is considered to be under the influence of fatigue, alcohol or drugs, prescribed or otherwise, the driver will not be given control of a vehicle until such time as the nominated person deems it safe to do so.

To ensure that drivers present themselves daily in a fit state to safely perform driving and non-driving duties:

* Drivers are to undergo medical examinations in accordance with the requirements of *Assessing Fitness to Drive for Commercial and Private Vehicle Drivers* or subsequent publications approved by Transport Ministers.
* Results and recommendations of medical examinations are to be taken into account when developing schedules and rosters. To allow this, drivers must report issues that could affect their fitness to the nominated person.
* Reported health issues are to be treated as confidential and will only be used by [Transport Company Name] to assist the driver in returning to suitable work duties or to access suitable health support.
* Drivers must sign their Fitness for Duty Assessment prior to commencing any trip plan.
* If a driver considers themselves unfit for duty they must provide as much notice as possible to their supervisor to enable alternative arrangements to be made for casual or relief drivers to be allocated.

### Allocation of Drivers to Trip Plans

Drivers will report on their readiness for duty at the beginning of and then daily (or more frequently if required) for the duration of each work period.

All drivers must complete Form 2 Fitness for Duty Assessment prior to commencing work. The driver must confirm in writing on Form 2, whether he/she has obtained:

• at least 5 hours sleep in the prior 24 hours

• at least 12 hours sleep in the prior 48 hours

Schedulers will use Fitness for Duty Assessments to evaluate drivers’ level of fatigue risk and their state of readiness. Compliance with Fitness for Duty is evaluated on the basis of Table 4, below, prior to commencing duty.

**Table 4 Categories of fatigue risk for fitness for duty**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Driver fatigue risk rating** | **Amount of sleep time** | **Driver fatigue status** | **Driver Controls** | **Acceptable reporting frequency** |
| **Low** | 6 or more hrs sleep in last 24 hrs  Sleepiness score < 7 | Driver is good to commence work | * No additional controls for management * Drivers self-monitor their fatigue levels and symptoms of fatigue | > or = 95% |
| **Moderate** | Between 5.5 & 6 hrs sleep in last 24 hrs  Sleepiness score > 7 | Driver needs careful or extra management | * Driver to advise responsible person of fatigue level * Driver is to follow agreed trip plan and use rest opportunities appropriately * If possible, the scheduler is to allocate a low risk trip plan to the Driver | 3.5% of shifts |
| **High** | Between 5 & 5.5 hrs sleep in last 24 hrs  Sleepiness score > 7 | Driver has high fatigue risk & needs a formal risk-mitigation plan to start work | * Driver to advise responsible person of fatigue level * Incidence of high fatigue level required to be documented * Trip plan reviewed and amended if applicable * If possible, the scheduler is to allocate a low risk trip plan to the Driver * Responsible person authorises driver to drive * Driver is closely monitored | 1.5% of shifts |
| **Extreme** | Under 5 hours continuous sleep in the last 24 or under 12 hrs sleep in last 48 hrs  Sleepiness score > 7 | Driver is not to commence work, alternative measures such as a stand in driver or alternative schedule / plan be exercised | * Driver to advise responsible person of fatigue level * Incidence of extreme fatigue level required to be documented * Driver is to be rested | 0% of shifts |

Prior to commencing duty, the driver and scheduler must determine whether the driver has a higher than normal fatigue risk. If a higher driver fatigue risk is found, the scheduler and driver should incorporate the controls outlined for the level of driver fatigue risk in Table 4, into the trip plan.

If at any time, a driver determines that they are in a higher risk category than was originally planned, the driver is required to notify management for alternate instructions.

Operators must be able to provide evidence that this form is being completed and used properly.

Operators may incorporate existing procedures or develop new processes but must also be able to provide evidence that the following procedures are in place:

* training needs have been identified and met (using Form 5);
* potential disciplinary consequences are in place for repeated inappropriate behaviours;
* changes to business procedures, or identification of additional remedial strategies are in place; and
* there are processes in place to measure the effectiveness of these procedures or strategies.

This information is to be made available to external auditors as evidence of compliance with the standard.

**Systems Level Reporting**

In general terms there needs to be real evidence that the transport entity has systems level reporting procedures in place, for example:

* records maintained that show the percentage of drivers falling into each category and evidence of what was done and how it was validated.

**Note!** If your company has an existing Pre-Trip checking system in place, i.e.: - NHVAS Maintenance Management you could roll this declaration into existing procedures.

# Fatigue Knowledge and Awareness (Standard 3)

## Standard

All personnel involved in the management, operation, administration, participation and verification of the Advanced Fatigue Management (AFM) system can demonstrate appropriate knowledge and skills in fatigue management relevant to their position.

## Description

Fatigue knowledge and awareness is essential to ensure all employees (including Managers), who are involved in the fatigue management system, understand fatigue management issues and have the knowledge and skills to practice fatigue management and to comply with the operator’s fatigue management system.

## Policy

[Transport Company Name] will ensure that all personnel involved in the day-to-day running of the business have the knowledge and skills to practice effective fatigue management, by ensuring that regular training is carried out, including induction training on [Transport Company Name’s] system, general training on fatigue knowledge, and training specific to a particular area of operations (e.g., schedulers).

## Procedure

Operators must designate a person who is responsible for ensuring that:

(a) All drivers and appropriate staff are trained, educated and assessed as competent for their function, including the following, as appropriate:

1. What is fatigue
2. The consequences of fatigue
3. Identifying the work and non-work causes of fatigue
4. Assessing their fitness-for-duty based on prior sleep and wake time
5. Recognising behavioural indicators of fatigue
6. Understand strategies to manage fatigue-related risk successfully
7. The impact lifestyle choices can have on fatigue levels
8. How to apply control measures
9. Company procedures and practices regarding scheduling and rostering
10. Company procedures and policies about fatigue, drugs, alcohol, rehabilitation and workplace health and safety
11. The necessity for drivers to ensure that they present for duty free of the effects of fatigue, alcohol or drugs (whether prescribed or otherwise)**.**

**Note! All drivers operating under NHVAS must be trained and assessed in fatigue management practices and demonstrate competence with TLIF2010A – Apply fatigue management strategies**

(b) Additional or replacement staff (where and if used) must be given induction training on the policies, procedures, work, health, and occupational health and safety practices of the operation, to be recorded on the Employee Training Record (refer Form 5).

(c) Provide training, either internally or externally, based on the organisation’s needs or on the individual needs of the driver/s. A record of the training needs analysis will be indicated in the scheduling section of the Employee Training Record form. Internal education and participation in industry workshops, conferences and programs should also be recorded on the appropriate staff member’s Employee Training Record form and counts as professional development (refer Form 4).

When operating under NHVAS Advanced Fatigue Management, personnel involved in scheduling trips and managing or supervising drivers are required to obtain a Statement of Attainment in **TLIF3063A – *Administer the implementation of fatigue management strategies***.

(d) Employee Records are maintained and remain updated for individual staff members, including:

* Training provided (when, by whom, and what type)
* Assessment
* Training Needs Analysis

(e) Induction Training must include fatigue training and be provided at commencement of employment and must include the items outlined in a) above.

(f) General Training must be undertaken regularly [frequency to be define by operator] to reinforce the information provided in (a) above, whilst training specific to a particular area of operations must be identified and organised by the Manager from time to time.

(g) The training needs of the business will be reviewed at least quarterly to identify the training required in the various areas of the operation (refresher training or new training for changes associated with new contracts)

# Responsibilities (Standard 4)

## Standard

The authorisations, responsibilities and duties of all positions involved in the management, operation, administration, participation and verification of their operations under the AFM option are current, clearly defined and documented and carried out accordingly.

## Description

The compliant operation of the AFM option is dependent on all relevant personnel knowing and fulfilling their responsibilities to ensure that the AFM option standards are met.

## Policy

[Transport Company Name] will ensure all parties understand their responsibility in relation to the hazards and risks associated with fatigue and how these are to be managed and controlled.

## Procedure

Use this section to outline the roles and responsibilities for all parties involved in [Transport Company’s Name] FRMS. A more detailed discussion of roles and responsibilities to go into this section is provided in Step 2 of the Implementation Guide.

The **Manager / Scheduler** has overall responsibility for the provision of appropriate policy and resources to ensure the effective management of the AFM system.

Specific responsibilities include:

1. Production and control of the policy and procedures of the National Heavy Vehicle Accreditation Scheme, Fatigue Management Module.
2. Effective training/education programs relating to the duties and obligations of all personnel in relation to the Company’s Fatigue Management Accreditation
3. Monitoring and recording driver health checks in accordance with the Austroads guidelines
4. Identifying and addressing occupational health and safety concerns
5. Keeping accreditation records in an effective manner
6. Acting on all internal review and external audit corrective actions of anomalies found in the day-to-day working practices of the business as it affects fatigue
7. Ensuring that additional drivers are made aware of accreditation requirements
8. Maintaining a register of injuries and incidents occurring within the workplace
9. Keeping records of investigations of all accidents and injuries to aid in the prevention of future incidents/accidents/injuries
10. Ensuring that arrangements are in place for employee consultation and improvement of the overall Fatigue and Occupational Health and Safety issues
11. Ensuring quarterly internal reviews of the procedures and systems contained in this manual in relation to Fatigue Management are carried out in accordance with designated procedures
12. Appropriately recording and reporting any areas of non-conformance to the Manager for implementation of corrective actions. Records required by this Policy / Procedures Manual are collected, maintained and analysed to ensure that procedures are being correctly followed.
13. The provision of assistance for the administrative and recording functions of the operations
14. Policies, procedures and business practices are regularly reviewed to ensure compliance with transport law and regulations.

**Drivers** are responsible for:

1. Operate in a safe and professional manner
2. Comply with all documented Fatigue Management Policies / Procedures of (The Transport Company)
3. Participate in training/education programs as required in Standard 3 of this document
4. Comply with occupational health and safety directives
5. Complete Form 2 and report for duty fit for the purpose for which he or she is employed and allow sufficient time prior to reporting for duty to ensure he or she has had sufficient sleep beforehand
6. Complete and carry
   1. an agreed trip plan (Form 1) for each journey
   2. a work diary to meet legislation requirements and provide duplicates to the responsible person (record keeper)
7. If/when necessary advise relevant manager (responsible person) that the trip cannot be completed as per the trip plan
8. Report any accident/incident or non–conformance to management immediately

# Internal Review (Standard 5)

## Standard

An internal review system is implemented to identify non-compliances and verify that the activities comply with the AFM standards and the operator’s fatigue management system.

## Description

The internal review process is an essential management tool that checks that procedures are being followed and indicates how the AFM option is working. Fundamental to the management of the fatigue risk is the capacity of the AFM option system to assess fatigue risk and to identify, report and investigate incidents of non-compliance with the AFM standards and take the necessary corrective action.

## Policy

[Transport Company Name] will establish and maintain documented procedures that include audit, review and evaluation of the Fatigue Management System.

[Transport Company Name] will nominate a person at the beginning of this manual to oversee reviews of the businesses fatigue management system.

The nominated person is responsible for the compliance of the accreditation system and will conduct or arrange reviews as per the approved schedule or in response changes to business operation, issues identified by drivers or other staff in [Transport Company Name] or following incidents or accidents on a quarterly and annually basis.

## Procedures

### Internal Review

The **Internal Review** is to be conducted by a suitably qualified independent person where practicable. In the case where an independent person is not available, the nominated person will conduct the internal review. A review of the records, procedures, and systems covered in this Manual is to be conducted on at least an annual basis.

This review is to be conducted in a diligent manner by using any one or more of the following methods:

1. A copy of this manual as a guide to ensure policies and procedures are followed;
2. A checklist of the main items covered under the Standards of the National Heavy Vehicle Accreditation Scheme Fatigue Management Module; or
3. The Fatigue Management Audit Matrix

The **Internal Review** covers all areas of the operations relating to fatigue management, and may cover all sections at the same time or sections over a period. Appropriate records are to be retained to show that processes are being followed.

The review examines the effectiveness of the fatigue management system procedures and serves as a performance review of the fatigue management system which is to be used to identify opportunities for improvement to the system.

Any non-conformances with procedures found during the internal review are to be detailed on a Non-Conformance Report.

A written report should be produced by the person undertaking the internal review and given to the Manager within fourteen (14) days of the review being conducted. Any detected non-conformances along with suggestions for the required improvement in procedures should be attached to the report.

The Manager is to correct all non-conformances and maintain a record of remedial action taken within 28 days of receiving the report.

All corrective actions identified during the internal review are to be closed out by the person undertaking the review.

### Non-Conformances/Improvement Action Requests:

Throughout the course of the day-to-day operations of the business, tasks which are immediately identified as not conforming to the policies and procedures herein are to be written up as non-conformances. Non-conformances may include but are not limited to:

* absence of or incomplete records
* failure to follow procedures
* discrepancies identified during internal audit

A non-conformance report is to be used as a request for improvement for any tasks that are identified by the any staff member as needing improvement, change, or removal as it is no longer applicable to the day-to-day operations of the business.

Non-conformances are dealt with in accordance with the procedures outlined above.

Any identified incidence of drivers reaching extreme risk category are to be immediately reported through Form 8 and immediate remedial action is to be taken. This is to be reported to the internal reviewer and also made available to the external auditor.

### Quarterly Compliance Reviews:

A review is to be conducted quarterly to ascertain for the period—

1. the number and proportion of drivers with compliant or non–compliant work diaries (Refer Form 8)
2. the number and proportion of drivers’ fatigue training hours undertaken during the period (Refer Form 8)
3. the number and proportion of medical examinations undertaken, missed, failed, and/or certificates issued with restrictions (Refer Form 8)
4. the number of proposed trips in the low risk and other risk categories and the number of trips in the other risk categories permitted (Refer Form 2)
5. the number of drivers reporting less than 6 hours sleep, unwell, or feeling sleepy (Refer Form 2)
6. the number and proportion of drivers covered in the accreditation (Refer Form 8)
7. the number and proportion of incident reports investigated (Refer Form 8)
8. the number and proportion of trip plan changes (Refer Form 8)
9. the number and proportion of times outer limits were exceeded (Refer Form 8)

**Review evidence**

There is to be evidence that the operator takes account of the frequency and circumstances for usage of the outer limit provision. The AFM applicant must show evidence on a quarterly basis that trip plans are not scheduled to the maximum outer limit unnecessarily. As a guide, work in the range between normal and outer limits should not be undertaken in more than 5% of normal business operations trips in the review period. Outer limits should only be exceeded under exceptional circumstances and must be authorised prior to access (see Standard 1 Scheduling and Rostering). Every time an outer limit is exceeded it should be reviewed and corrective actions undertaken so as to minimise the likelihood of re-occurrence.

This evidence is to be recorded by the organisation, signed by the relevant parties, documented by or for the internal reviewer and to be made available to any external auditor.

### Immediate (Triggered) Review

In addition to quarterly review, a review will be triggered when an exception report is generated (for example when a driver enters the extreme fatigue category). This process will be identified within the fatigue management system of the business.

The information required above is transferred to a Quarterly Compliance Statement at the end of each quarterly period. Statistics derived from the Quarterly Compliance Statement are used as key indicators of performances, with a view to improving on those items which are not in accordance with the stated fatigue policies and procedures.

### Amendment Procedures:

The **Nominated Person** is responsible for ensuring that the amendments to this document are developed, produced and incorporated in the following manner:

(a)Amendments will show the new date of issue and issue number on each page

(b) A list of amendments will identify who incorporated the amendment, the date of the amendment, the pages and/or section affected, and the reason for amendment

(c) The contents page will be updated to show the current status of this manual. This will be identified by the date of issue for each section.

(d) Consecutive version numbers will identify when the total document is replaced.

This is the only controlled copy of this Manual. If other controlled copies are introduced at a later date, the **Nominated Person** is to ensure that all future copies are kept up to date with each amendment. If more than one copy of the Manual is used, the details of to whom the Manual is issued, the date of issue, and the copy number of the Manual is to be recorded on a central register.

### Managing Incidents:

All unsafe incidents and accidents are to be recorded. Fatigue leads to inattention and errors in judgement and may be a contributing factor in many incidents.

Sufficient information is to be collected to target contributing practices and mitigation measures to prevent further injuries and damage.

Aggregate data for all incidents that have fatigue as a potential cause should be regularly reviewed by the organisation and used to identify trends or patterns that might indicate the need for further corrective action.

All employees, sub-contractors and relief staff must report all incidents on an Incident / Accident / Hazard Report (Form 5) of this manual. This form must be completed and forwarded to the responsible person within 5 working days of the incident. A review of the related operations is to be completed after each unsafe incident.

The procedures to be investigated for the reporting and recording of unsafe incidences includes—

1. detailed description of the incident
2. names of all persons who were involved
3. details of what vehicles were involved
4. when and where it occurred, and
5. details of the circumstances of what and how it occurred

The required documentation for follow up and remedial action for any incidences reported include—

1. Incident / Accident / Hazard Report (Form 5)
2. internal and or auditor investigation reports
3. police reports
4. insurance forms
5. customer complaints

# Records and Documentation (Standard 6)

## Standard

The operator will implement, authorise, maintain and review documented policies and procedures that ensure the effective management, performance and verification of the AFM option in accordance with the standards. Records that demonstrate the compliant operation of the AFM option are collected, stored and maintained to verify compliance.

## Description

Policies, procedures and instructions are to be authorised, current and clearly identify and describe AFM option management, operation, administration, participation and verification activities.

## Policy

[Transport Company Name] will ensure that the business has appropriate documentation in place to support that a driver fatigue management system is in place and operating effectively.

## Procedure

A list of all forms required by this system is included in Section 12 of this Manual. The **Manager or Responsible Person** must ensure that appropriate documentation is completed and stored. At a minimum that includes, but is not limited to:

1. A record drivers work and rest (daily sheets) of all trips
2. The start and finish times on Trip Sheets and details of any alterations
3. A schedule of all trips (for example, from where, to where, and when)
4. Rosters detailing the driver on each trip including when they are expected to start and finish
5. A record of all fitness-for-duty data
6. A record of all risk assessments and risk mitigations where work has been undertaken at an elevated level of risk (e.g., safe driving plans)
7. Non–Conformance reports (Form 9)
8. Medical certificates for each driver carried out by a qualified Medical Practitioner
9. Driver Register
10. Training records including a Training Needs Analysis (Form 4)
11. Amendment schedule and amendment register for this Manual – the Operator or Nominated Person is responsible for ensuring that amendments to this Manual are developed, produced, and incorporated. Refer Amendments form on Page 3.
12. The Company’s authority letter for drivers to carry; Refer Form 11

Records, whether electronic or paper-based, must be kept in a secure manner and must provide an effective audit trail. As a minimum, all records will be kept for a period of three (3) years.

To meet record keeping requirements the operator or nominated record keeperwill keep a copy of any driver’s relevant qualifications, training, and experience etc., and record all necessary details on the Employee Training Record.

The operator or nominated record keeperwill keep a record of drivers’ work and driving hours to ensure that fatigue management factors are recorded for internal review purposes and training needs. Records must be retained for a minimum period of three (3) years.

All documentation must be controlled by version numbers and issue dates and are to be identified. Where more than one copy of policies and procedure documents are in use a distribution register is to be maintained and all documentation will be distributed to relevant personnel in all locations where applicable procedures are conducted. Any changes to documentation shall be identified on an amendment register on Page 3.

# Health (Standard 7)

## Standard

Drivers are to participate in a health management system to identify and manage fatigue risks.

## Description

A health management system is to be implemented that addresses, as a minimum, sleep disorders, medical history, substance abuse and diet, and provides preventative and remedial measures to assist drivers in the management of their health.

## Policy

[Transport Company Name] will regularly assess the health of drivers and provide assistance and support to effectively manage any identified risk factors which may affect the health of drivers.

## Procedure

**The Drivers** have a responsibility to:

1. Undergo a medical examination in accordance with Austroads standards for assessing driver fitness for duty.
   1. Every three years until age 49 years
   2. Every year after age 50 years
2. Abide by restriction on work practices where imposed by a medical practitioner.
3. Attend for medical examinations determined by the medical practitioner, notwithstanding the limits outlined in (a) above.
4. Inform outcome of medical examinations to the employer and regulatory authorities as and when appropriate.
5. Accurately report any conditions that would impact on their likely fitness for duty. This includes but is not limited to any medical condition known to influence alertness; any sleep disorder and the use of any medication or drug known to be associated with changes in alertness.

The **Manager** will ensure that the following procedures are observed:

1. A reminder system is implemented to ensure currency of driver medical examinations and reported medical issues are considered and managed with drivers.
2. All employee/driver Medical Certificates are kept confidential and stored securely with employee/driver employment records.
3. Allowance is available for drivers to attend necessary follow-up treatment or consultations directed by a medical practitioner.
4. Information on driver health management will be made available to drivers according to Work Health and Safety requirements
5. Ensuring drivers are aware of the common medical conditions, medications and drugs that can alter alertness and should be reported to management as part of the fatigue training program.

# Workplace Conditions (Standard 8)

## Standard

Workplace environments and conditions must assist in the prevention of fatigue.

## Description

Facilities and sleep accommodation are suitable for the management and prevention of fatigue.

## Policy

[Transport Company Name] will ensure that safe and suitable workplace conditions are provided both in and out of the vehicle, which contribute to reducing the effects of fatigue.

## Procedure

Where a driver is expected to sleep in a vehicle:

1. the sleeper berth must comply with Australian Design Rule 42 (ADR 42.19) for sleeper berths
2. ventilation within the driver’s cab must comply with Australian Design Rule 42 (ADR 42.17) (as a minimum acceptable standard)
3. climate control is fitted (where beneficial for fatigue management)

Where the working environment is a depot, including in situations where drivers do not have sufficient time to return to their homes prior to re-commencing working, or between trips; provision should be made to include at least the following:

1. Comfortable bed
2. Toilets
3. Shower with hot and cold water
4. Drinking water
5. Air conditioning (where appropriate)

# Management Practices (Standard 9)

## Standard

Management practices are to minimise the risks relating to driver fatigue.

## Description

Management practices are to be implemented including matching drivers to the freight task and support effective communication between management and drivers on matters that affect the safe operation of the business.

## Policy

[Transport Company Name] management practices are to support the driver to manage their own fatigue and to minimise the risks relating to driver fatigue for livestock transporters.

## Procedures

Management practices are implemented including matching drivers to the task and support for effective communication between the operator, customer and drivers on matters that affect the safe operation of livestock transport.

To satisfy this standard the operator must demonstrate the following:

1. Personnel performance management practices, including counselling and disciplinary action, are in place to deter non-compliance and implement corrective actions
2. A communication process is in place to facilitate the exchange of information (e.g. in-trip communication between drivers, the operator and customer)
3. The operator has developed fatigue management systems to minimise driver fatigue such as matching drivers to the freight task and establishing effective communication practices between drivers and [The Transport Company]
4. Drivers must stop driving if they are fatigued, which includes:

* feeling sleepy; and
* feeling physically or mentally tired, weary or drowsy; and
* feeling exhausted or lacking energy; and
* behaving in a way consistent with the paragraphs above.

1. Operators / schedulers / customers / drivers are all involved in developing trip plans to schedule driver’s rest periods

# Operating Limits (Standard 10)

## Standard

Operating limits will provide drivers and operators with the flexibility to effectively manage fatigue. Operating limits will take into account and provide for:

* the time required to perform the transport task safely under all reasonably foreseen circumstances
* the rest periods required to recover from the fatigue effects of work
* the cumulative effects of fatigue over several days of work
* the effects of time of day on fatigue risks and quality of sleep.

## Description

Normal operating limits are tools that allow operators and drivers to plan, monitor and manage work and rest times to minimise the impact of fatigue, within all normal circumstances. Work and rest times are planned around normal operating limits. Normal operating limits may be exceeded up to the outer limits as specified by the frequency in the AFM conditions for that operator.

## Policy

[Transport Company Name] will provide drivers and operators with the flexibility to effectively manage fatigue and demonstrate safe scheduling procedures to account for the times when operating between approved limits are required due to unforeseen circumstances such as break downs, bad weather, poor roads, lack of parking and resting facilities and driver flexibility.

## Procedures

***Operating limits will take into account and provide for:***

1. The time required to perform the transport task safely under all reasonably able to be foreseen circumstances;
2. The rest periods required to recover from the fatigue effects of work;
3. The cumulative effects of fatigue over several days of work; and
4. The effects of time of day on fatigue risks and quality of sleep.

Normal operating limits are tools that allow operators and drivers to plan, monitor and manage work and rest times to minimise the impact of fatigue within all normal circumstances. Work and rest times are planned around normal operating limits.

***To satisfy this standard an operator must demonstrate the following:***

1. Records of drivers’ work and rest times are regularly reviewed to ensure compliance with the approved limits.
2. Records of driver(s) Fitness for Duty assessments are regularly reviewed to ensure compliance with approved limits (use Form 2)
3. The approved limits are monitored and reviewed at least every six (6) months to ensure they are still appropriate;
4. Drivers are provided with flexibility to alter trip schedules up to the approved limits to maximise rest opportunities and minimise fatigue risk; (use Form 1)
5. The occasions when a driver is permitted to operate up to the approved limits are managed with appropriate countermeasures; and
6. When a driver exceeds the normal operating limit more frequently than agreed in the terms of the operator’s accreditation, the operator will raise a non-compliance report which is then produced for external audit.

# Drug & Alcohol Policy

Use this section to outline your business’ approach to Drugs and Alcohol. The text below is a sample Drug and Alcohol policy only and should be tailored to your business practices. If you have an existing drug and alcohol policy in place, please copy it below.

**Aim**

It is recognised that the inappropriate use of drugs or alcohol by a driver or any other employee can lead to major deficiencies in an individual’s work performance, and is a contributing factor in industrial accidents, driving accidents and road fatalities.

The aims of this policy are to:

• Eliminate hazards associated with drivers affected by drugs or alcohol while working for this company. The policy attempts to achieve this without resorting to disciplinary actions or dismissal.

• Ensure that this organisation meets its obligation to provide a safe working environment for its employees and the community.

• Provide proactive assistance to employees so that they can overcome problems associated with the inappropriate use of drugs or alcohol.

**Procedure**

• This organisation regards an individual’s dependence on drugs or alcohol as a potentially treatable condition and so allowances for treatment will be made, as for any other illness.

• The decision to take drugs or drink alcohol is the choice of the individual. This organisation becomes concerned when the effects of these substances interfere with job performance, customer relations and/or the safety of employees and other road users.

• Drivers who feel they are developing or already have a problem with drug or alcohol dependence are encouraged to report their concerns to management for referral to appropriate treatment. These discussions and information will remain confidential.

• Where management detects a deterioration of a driver’s performance it should be remembered there may be a medical reason for this. Following an interview with the driver about performance, the driver may be asked to seek medical advice through the company medical practitioner.

• The decision to undertake treatment is the responsibility of the individual. Assistance and treatment should be arranged through the company medical practitioner.

• If a driver refuses to accept assistance where drug or alcohol abuse has been proved and the driver experiences a subsequent recurrence of such abuse while working for the company, this will result in a termination of employment.

• If a driver refuses to seek treatment to deal with the problem, and his or her performance has deteriorated; or if after a reasonable time following treatment there is no clear and consistent improvement in performance; the driver will be classed as not meeting acceptable driving standards and this may result in termination of employment.

• Where medical advice indicates that a driver is unlikely to be able to return to their position, termination of employment may be necessary.

• This drug and alcohol policy does not exist to protect or exempt drivers from statutory or legal requirements, which apply regardless of this policy.

• A driver who presents for work under the influence of drugs or alcohol such that he or she is unfit for duties will be subject to disciplinary action.

This attitude will be adopted also for those drivers who abuse drugs or alcohol during the course of a working period.

**The company retains the right to conduct random drug & alcohol testing.**

# Fatigue Risk Management System Forms

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| --- | --- | --- | --- | --- |
| Form | Version | Name | Description |  |
| 1 | 1 | Safe Driving Plan / Schedule | Used by schedulers to plan driver activities (see section 1) | [Specify file location 2] |
| 2 | 1 | Fitness For Duty Assessment | Used daily by drivers and schedulers to assess their fitness for duty (see section 2) | [Specify file location 3] |
| 3 | 1 | Register of Employees Training | Used as required by Operations Manager to track and monitor staff training (see section 3) | [Specify file location 4] |
| 4 | 1 | Training Needs Analysis (TNA)Register of Employees Training | Used as required by Operations Manager to track an individual employee’s training needs and training (see section 3) | [Specify file location 5] |
| 5 | 1 | Incidents / Accidents / Hazard Reporting / Form Training Needs Analysis (TNA) | Used as required by staff to report all hazards (see section 5) | [Specify file location 6] |
| 6 | 1 | Drivers Non – Conformance Report | Used as required by Drivers, Schedulers and Supervisors to report non-conformances (see section 5) | [Specify file location 7] |
| 7 | 1 | Internal Review Planner | Used as required by Operations Manager to plan Internal Review intervals (see section 5) | [Specify file location 8] |
| 8 | 1 | Quarterly Compliance Statement | Used every three months by Operations Manager to track and monitor system compliance (see section 5) | [Specify file location 9] |
| 9 | 1 | Non – Conformance / Corrective Action Reports | Used as required by Operations Manager to report and record actions arising from non-conformance (see section 5) | [Specify file location 10] |
| 10 | 1 | Internal Review Report | Used as required by Operations Manager to record actions taken and arising from Internal review (see section 5) | [Specify file location 11] |
| 11 | 1 | Authorising Employee Letter | Used as required by Operations Manager to induct drivers into [Transport Company Name]’s AFM Fatigue Management System (see section 10) | [Specify file location 12] |