



Health & Safety Guidance

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1 Purpose

This document provides information that can be used to help prevent and manage the risk associated with fatigue at Cenovus worksites.

2 Application

The guidance applies to staff when they are engaged in company business, working on company premises, when on call, or when driving company vehicles. However, this guidance does not include those who are covered under a collective bargaining agreement which includes a requirement to define fatigue management, or those where an existing local standard exists. Suppliers should follow this guidance or develop their own fatigue management programs as per their contractual requirements with Cenovus.

3 Guidance

3.1 Roles and responsibilities

Table 1 provides roles and responsibilities for effective fatigue management.

Table 1: Roles and responsibilities

Role	Description
Leadership and management	<ul style="list-style-type: none"> • educate staff about the impacts of fatigue • encourage staff to feel confident disclosing fatigue without fear of repercussion • include consideration of worker fatigue as part of the work planning process (E9 Safe Control of Work, Section 3.4) • allocate adequate resources to support fatigue management implementation • assess risks associated with fatigue, and control for and monitor identified hazards • design staff work schedules to allow adequate recovery periods • encourage all staff for which they are responsible to be familiar with the Fit for Duty policy, Work Health Standard, and associated procedures, and understand Cenovus expectations
Frontline supervisors	<ul style="list-style-type: none"> • recognize fatigue as a workplace hazard, utilize this guideline to identify possible signs of fatigue, and take steps to reduce risk • consider fatigue hazards when scheduling shifts and/or assigning work

	<ul style="list-style-type: none"> • guide direct reports on hazards associated with fatigue and ways to reduce fatigue • encourage staff to report any concerns they may have about work-related fatigue • monitor fitness for duty
Staff	<ul style="list-style-type: none"> • arrive at work fit for duty, and remain fit for duty • advise their frontline supervisor if they are unfit for duty • recognize the signs and symptoms of personal fatigue and report to supervisor if potentially unfit for work • take accountability for their own health and safety, as well as the health and safety of others in the workplace as it relates to fatigue • take action, including without limitation stopping work or intervening, if a co-worker is displaying signs or symptoms of fatigue • report to their supervisor any concerns related to their own or a co-worker’s fatigue, as well as all fatigue-related incidents

3.2 Fatigue management

3.2.1 What is fatigue?

Fatigue is a state when a person feels physically and/or mentally tired, and/or has lowered alertness. Types of fatigue include:

- physical – reduced ability to do manual work, lack of energy, motivation, etc.
- psychological/mental – decreased level of concentration, alertness, decision making skills, affects the mood and focus

Fatigue can be caused by these and other factors:

- lack of adequate sleep
- prolonged working hours without intervening rest/recuperation periods
- intense and sustained physical exertion and/or mental effort
- working during normal sleep patterns (shift work or long work hours)

3.2.2 Fatigue signs and symptoms

Table 2 sets out some signs and symptoms of fatigue that may help to identify if an individual (oneself or a co-worker) is affected by fatigue.

Table 2: Signs and Symptoms Associated with Fatigue

Staff who present three or more signs and symptoms of fatigue (which may include but are not limited to those listed below) may be experiencing fatigue-related impairment	
Signs/Symptoms	
Physical	<ul style="list-style-type: none"> • excessive yawning • heavy eyelids • lack of energy • eye-rubbing • head drooping • falling asleep while working/while on shift • poor hand-eye coordination • drowsiness • headaches • dizziness • blurred vision or impaired visual perception
Psychological/Mental	<ul style="list-style-type: none"> • difficulty concentrating on tasks • lapses in attention • difficulty remembering • failure to communicate/difficulty communicating • failure to anticipate events or actions • making accidental errors or omissions • unusually quiet or withdrawn • lacking motivation to perform the task • irritable or grumpy with colleagues, family, or friends • emotional outbursts, aggression, rage • frequent unexplained absences and/or late for work

3.2.3 Fatigue contributing factors

Characteristics of the person and/or environment, which may all contribute to an individual’s fatigue risk level. Table 3 outlines some, but not all, contributing factors:

Table 3: Fatigue Contributing Factors

Factor	Impact
Personal factors	Various personal factors can reduce the quality or quantity of sleep, which lead to fatigue, including but not limited to: <ul style="list-style-type: none"> • sleep disorders • personal stresses • existing health conditions • lack of sufficient sleep
Environmental conditions	Some conditions may contribute to drowsiness and other symptoms of fatigue including, but not limited to: <ul style="list-style-type: none"> • high noise levels • hot or cold temperatures • poor ergonomics
Sleeping environments	Variables that may affect sleeping schedules include, but not limited to: <ul style="list-style-type: none"> • excessive noise • temperature • lighting • quality of bedding materials
Organizational factors	Personal experiences with various organizational factors may contribute to the symptoms of fatigue including, but not limited to: <ul style="list-style-type: none"> • leadership • role clarity • change management

3.3 Fatigue evaluation

Fatigue evaluation may be conducted to assess the risk level of the fatigue and provide the appropriate control measure.

A supervisor should evaluate the risk of fatigue, impacting safe operations and may include the following conditions:

- self-disclosure – individual self-discloses that they are fatigued and are having difficulty performing work-related activities
- supervisor identification – supervisor suspects that staff is potentially fatigued based on observed signs or symptoms as per the fitness for work check-in
- third person identification – when a colleague identifies that an individual is potentially fatigued

Cenovus task risk assessment – Safe Control of Work Standard, Section 3.4 Hazard and risk assessment – can be used to assess the risk of fatigue when supervisors plan the work schedule.

3.4 Fatigue control strategies

Fatigue control is a shared responsibility. Where possible, fatigue control strategies should be employed by staff and supervisors to mitigate fatigue in the workplace. Proactive control strategies for staff and supervisors may include:

- getting adequate rest and sleep
- staying hydrated
- promoting healthy lifestyle and well-being practices, and referring staff to available health and well-being resources, where appropriate
- taking breaks (and supervisors encouraging staff to do so)
- managing overtime, shift swapping, and on-call duties in accordance with company policies which are based on relevant legislation and regulations
- adjusting a start and/or end time if an individual previously worked an extended shift due to call-out, emergency, unforeseen or unpreventable circumstances etc.
- where possible, scheduling or re-assigning complex tasks to be performed by non-fatigued individuals
- increasing supervision during periods of low alertness, especially when staff are completing work with medium to high risk levels; refer to Cenovus Risk Matrix Guideline
- Review the physical demand analysis when scheduling work

4 References

Table 4: Internal governing references

Document title or link	Relevance
Alcohol and Drug Testing Procedure	Health & Safety Procedure - 0003-000023
Disability Management Standard	Cenovus Disability Management Standard
Fit for Duty Policy	Cenovus Fit for Duty Policy
Risk Matrix Guideline	Overview of Cenovus risk matrix
Safe Control of Work Standard	COIMS Standard - COIMS-000006

Table 5: Other references

Document title or link	Relevance
Alberta Hours of Work Standard	Current Alberta Hours of Work Standard
British Columbia Hours of Work Standard	Current British Columbia Hours of Work Standard
Canada Labour Code	Part 3 of Canada Labour Code for hours of work
CAPP Fatigue Management Code of Practice – Newfoundland and Labrador	Code of Practice for Atlantic region
Energy Safety Canada – Fatigue Management Guideline	General fatigue management implementation guideline
Labour Law of the People’s Republic of China	Current Chinese labour standard
Manitoba Hours of Work Standard	Current Manitoba Hours of Work Standard
Newfoundland and Labrador Hours of Work Standard	Current Newfoundland and Labrador Hours of Work Standard
Ontario Hours of Work Standard	Current Ontario Hours of Work Standard
OSHA Worker Fatigue	Worker fatigue awareness and work hours information
Saskatchewan Hours of Work Standard	Current Saskatchewan Hour of Work Standard

NOTE: external references are for information purpose only and may not apply exactly, such as in situations where Averaging Agreements are in effect.