Fit for Duty - Systematic Approach

Presenters:
• Rick Theriau
  – Director, vPSI Canada Ltd.
  – Fit for Duty Task Group
  – rickt@vpsigroup.com

• John Artym
  – President - CLEaR Safety Ltd.
  – Senior Consultant – vPSI
  – Fit for Duty Task Group – Chair
  – jartym@vpsigroup.com
Fit for Duty - Systematic Approach

Fit for Duty

• This is not about blaming workers
• Developing systematic approach to “Fit for Duty”, an industry approach.
• This is about helping people, building capacity, and setting up workers and companies for the safe execution of work
  – Do your workers and controls have the capacity to handle a failure?
  – What is your risk tolerance?
  – Are you positioned for the future?

Why fit for duty?

• We know that fatigue, alcohol and drugs, mental health and a variety of other stressors impact worker performance and health and safety
• Many companies formally manage only some of these
  – Often limited to alcohol and drugs and fatigue, and almost always in isolation of each other
• Regulations are moving in this direction
  – CSA Standard (Psychological Safety)
  – Violence, harassment and bullying
  – Department of Transportation (DOT)
  – NIOSH - Total Worker Health
  – Canadian Nuclear Safety Commission

Need a Comprehensive Approach
Fit for Duty - Systematic Approach

Human Resources

• Do our Human Resource systems and strategies adequately address Fit for Duty and Fit for Worker?

• Do we influence the organizational culture and measure effectiveness of our programs?

• Regulations (and organizations) are moving/moved in this direction
  – Hours of work
  – Work shifts and schedules
  – Human rights

What does fit for duty mean to you?
Fit for Duty - Systematic Approach

Video

WorkSafeBC Video
https://youtu.be/RhqUiqXY0eo

Managing Risk & Human Performance

What Impacts FFD?

According to The American Institute of Stress:

- About 33 percent of people report feeling extreme stress
- 77 percent of people experience stress that affects their physical health
- 73 percent of people have stress that impacts their mental health
- 48 percent of people have trouble sleeping because of stress

Managing Risk & Human Performance

© 2020 vPSI Group, LLC All rights reserved
Stats vs reality

» What we know vs what we can show

» WCB & OSHA data limitations

» Company lagging and leading indicators
  • Where is fit for duty?

» Investigation protocols
  • Indirect causes and corrective actions
  • Context

Slip ------------ Focus
Lapse ------------ Verify
Mistake ------------ Inform
Violation ------------ Motivate

COMMON PRACTICE – only TWO AREAS ADDRESSED

Fit for Duty

Alcohol & Drugs

Fatigue
FIT FOR DUTY - some examples

- How do you manage a worker...
  - With a pacemaker working around magnetic pumps?
  - Who is pregnant in a work environment with reproductive toxins (carbon monoxide, toluene, radiation, etc.)?
  - Who is fasting?
  - With a valid drivers license, but reduced vision?
  - With phobias – fear of heights, claustrophobia, etc.
  - With reduced ability to handle stress because of family challenges?
  - Working with a chemical that can impact fitness for work and the only defense is a respirator?
  - Working in remote locations by themselves for extended periods?
  - Working in an unfamiliar environment or country?
  - With a combination of mental, physical and physiological stressors?

FIT FOR DUTY definition

Definition: A condition in which an employee’s physical, physiological and psychological state enables them to continuously perform assigned tasks safely.

- This definition includes:
  - Physical requirements – physical demands analysis, vision, hearing, etc.
  - Physiological condition – fatigue, alcohol and drugs, workplace exposures, etc.
  - Psychological condition – commitment, risk tolerance, emotional state, culture, etc.
AREAS to ADDRESS TO ENSURE FIT FOR DUTY

Fit for Duty

- Physical
  - Physical Demands
  - Vision
  - Hearing

- Physiological
  - Fatigue
  - Alcohol and Drugs
  - Workplace Exposures

- Psychological
  - Risk Tolerance
  - Culture
  - Emotional state

Communication
  - Hand Signals, Common Language, Understanding

Risk Assessment - Considerations

- Safety sensitive
- Pre-existing conditions
- Physical work
- Driving
- Workplace exposures
- Fatigue
- Confrontational work environments
- High cognitive demands and pressure
- Working alone
- Remote working or living
- Access to food and water
- Unfamiliar environment or country
- Violence and harassment and bullying
- Bona fide occupational requirement
### Fitness for Duty & Human Failure

Effects of impairment:

- Increased At-Risk Behavior
- Impaired Situational Awareness
- Slower reactions and / or lack of attention
- Reduced ability to process information
- Memory lapses and absent-mindedness
- Microsleep

### Human Failure in an Unplanned Event (Human Performance*)

<table>
<thead>
<tr>
<th>Slip</th>
<th>Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lapse</td>
<td>Verify</td>
</tr>
<tr>
<td>Mistake</td>
<td>Inform</td>
</tr>
<tr>
<td>Violation</td>
<td>Motivate</td>
</tr>
</tbody>
</table>

Fitness for Duty Human Failures

• Inadvertent At-Risk Action
  - Person did something other than what they intended to do

• Deliberate At-Risk Action
  - Person acted as they intended, but should have done something else to satisfy our expectations

Fitness for Duty Spectrum

• Effects of impairment:
  – Probability of human failure
  – Probability of Unplanned Events
  – Probability of Injuries, property damage, rework, etc.

“Fit for Duty?” is not a yes / no question
Fit for Duty - Systematic Approach

Industry Direction

• Document models

  Program Development Guide
  • Expands understanding
  • Is not prescriptive
  • Best suited for emerging issues or when there is high variability

  Best Practice
  • Established understanding
  • Is more prescriptive
  • Best suited for focusing efforts, encouraging consistency but leaves room for flexibility

  Standard
  • Established understanding
  • Is prescriptive
  • Best suited where variability reduces effectiveness with little added value

Managing Risk & Human Performance

Fit for Duty - Life Saving rule*

ESC – Energy Safety Canada

➢ Be in a state to perform work safely
  – I will be physically and mentally in a state to perform my assigned duties
  – I commit to not being under the influence of alcohol or drugs
  – I will inform a supervisor immediately if I or a co-worker may be unfit for work

*The Fit for Duty Task Group efforts influenced the creation of the Fit for Duty Life Saving Rule

Managing Risk & Human Performance

© 2020 vPSI Group, LLC All rights reserved
Identification and Management of an Unfit Person

Table of Contents – ESC Fit For Duty Program Development Guide

Introduction
- Definition

Regulations and Standards
- Human Rights Legislation
- Duty of Care
- Privacy Legislation
- OH&S
- Life Saving Rules

Roles and Responsibilities

Physical
- Job Demands – Job Description
- Physical Capacity
- Physical Demands Assessment

Physiological
- Alcohol and Drug
- Fatigue
- Workplace Exposures
- Nutrition and Hydration

Psychological
- Violence and Harassment
- Respectful Workplace
- Remote Work and Living
- Cultures
- Phobias
- Stress
- Executive Functioning
- Understanding Error
- Mind on Task

Communication
- Hazard Assessment
- Mitigating Strategies
- Education and Training
- Incident Causation Model
- Continuous Improvement
- Appendices

Fit for Duty Guideline
Fit for Duty - Systematic Approach

Fit for Duty Wallet Card(s)

FIT FOR DUTY? Don’t be a hazard

Physical - Physical Demands, Vision, Hearing
- Are the physical demands of your job appropriate?
- Are you able to see or hear?
- Do you have any difficulties seeing or hearing?

Physiological - Fatigue, Alcohol & Drugs, Workplace Exposure
- Are you tired or fatigued?
- Have you consumed alcohol or drugs recently?
- Are you exposed to any hazardous substances?

Psychological - Risk Tolerance, Culture, Emotional State
- Are you feeling stressed or overwhelmed?
- Have you been exposed to any traumatic events?
- How is your mood today?

WHEN TO TAKE ACTION
Signs or symptoms

Physical Requirements - The Body Itself
- Difficulty maintaining balance or posture.
- Unusual or repetitive movements.
- Sudden or unexpected movements.

Physiological Condition - Effects on the Body
- Increased heart rate or blood pressure.
- Difficulty breathing or swallowing.
- Changes in taste or smell.

Psychological Condition - Mental State
- Changes in mood or behavior.
- Difficulty concentrating or remembering.

Risk Assessment

Appendix D: Bowtie Example

*Threats are represented in blue on the left with the events in the middle and consequences on the right. Barriers are represented by the black-outlined boxes.

Managing Risk & Human Performance
Questions?

• What are your thoughts on the risk significance of one worker being overexposed one day out of the year to a chemical mixture that causes narcosis?
  • How much effort would you devote to resolving uncertainty with such an exposure?
  • How much effort would the business devote to controlling such an exposure?

• What if I told you this worker pilots a helicopter just after they are overexposed. Does this change your thoughts on the risk?

• What capacity exists in your system to prevent an exposure that could lead to a Fit for Duty incident?
What Chemical Substance TLV basis would you connect with fit for duty?
- Asphyxia
- Carboxy and methyl hemoglobin anemia
- Hypoxia/cyanosis
- Narcosis
- CNS impairment
- Headache and nausea
- Eye and respiratory irritation