

Fit for Duty - Systematic Approach



Fit for Duty Systematic Approach

2020

Embracing reality's brutal truths is the first step
on the road to continuous improvement.

Blissful Ignorance
or
Harsh Reality

Which will you choose?



Managing Risk & Human Performance



Fit for Duty

Presenters:

- **Rick Theriau**
 - Director, vPSI Canada Ltd.
 - Fit for Duty Task Group
 - rickt@vpsigroup.com
- **John Artym**
 - President - CLaER Safety Ltd.
 - Senior Consultant – vPSI
 - Fit for Duty Task Group – Chair
 - jartym@vpsigroup.com



Managing Risk & Human Performance

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?



Managing Risk & Human Performance



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

Managing Risk & Human Performance

Fit for Duty - Systematic Approach

TOTAL WORKER HEALTH
ADVANCING WORKER SAFETY, HEALTH, AND WELL-BEING

Issues Relevant to Advancing Worker Well-Being Using Total Worker Health® Approaches

- Prevention and Control of Hazards and Exposures**
 - Biological Agents
 - Chemicals
 - Ergonomic Factors
 - Physical Agents
 - Psychosocial Factors
 - Risk Assessment and Management
- Built Environment Supports**
 - Accessible and Affordable Health Enhancing Options
 - Clean and Equipped Breakrooms, Restrooms, and Lactation Facilities
 - Healthy Workspace Design and Environment
 - Inclusive and Universal Design
 - Safe and Secure Facilities
- Community Supports**
 - Access to Safe Green Spaces and Pathways
 - Healthy Community Design
 - Safe and Clean Environment (Air and Water Quality, Noise Levels, Tobacco-Free)
 - Safe, Healthy, and Affordable Housing Options
 - Transportation and Commuting Assistance
- Compensation and Benefits**
 - Adequate Wages and Prevention of Wage Theft
 - Affordable, Comprehensive, and Confidential Healthcare Services
 - Chronic Disease Prevention and Management Programs
 - Continual Learning, Training, and (Re-)Skilling Opportunities
 - Disability Insurance (Short- and Long-Term)
 - Employee Assistance and Substance Use Disorder Programs
 - Equitable Pay, Performance Appraisals, and Promotions
 - Minimum Guaranteed Hours
 - Paid Time Off (Sick, Vacation, Caregiving, Parental)
 - Prevention of Healthcare Cost Shifting to Workers
 - Retirement Planning and Benefits
 - Work-Life Programs
 - Workers' Compensation Benefits
- Healthy Leadership**
 - Collaborative and Participatory Environment
 - Corporate Social Responsibility
 - Responsible Business Decision-Making
 - Supportive Managers, Supervisors, and Executives
 - Training
 - Worker Recognition, Appreciation, and Respect
- Organization of Work**
 - Adequate Breaks
 - Comprehensive Resources
 - Fatigue, Burnout, Loneliness, and Stress Prevention
 - Job Quality and Quantity
 - Meaningful and Engaging Work
 - Safe Staffing
 - Work Intensification Prevention
 - Work-Life Fit
- Policies**
 - Elimination of Bullying, Violence, Harassment, and Discrimination
 - Equal Employment Opportunity
 - Family and Medical Leave
 - Human and Natural Resource Sustainability
 - Information Privacy
 - Judicious Monitoring of Workers and Biomonitoring Practices
 - Optimizing Function and Return-to-Work
 - Prevention of Stressful Job Monitoring Practices
 - Reasonable Accommodations
 - Transparent Reporting Practices
 - Whistleblower Protection
 - Worker Well-Being Centered
 - Workplace Supported Recovery Programs
- Technology**
 - Artificial Intelligence
 - Robotics
 - Sensors
- Work Arrangements**
 - Contracting and Subcontracting
 - Free-Lance
 - Global and Multinational
 - Multi-Employer
 - Non-Standard
 - Organizational Restructuring, Downsizing, and Mergers
 - Precarious and Contingent
 - Small- and Medium-Sized Employers
 - Temporary
 - Unemployment and Underemployment
 - Virtual
- Workforce Demographics**
 - Diversity and Inclusivity
 - Multigenerational
 - Productive Aging across Lifecourse
 - Vulnerable Workers
 - Workers with Disabilities

 Updated January 2020

Total Worker Health® is a registered trademark of the US Department of Health and Human Services

Managing Risk & Human Performance

 **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?

Managing Risk & Human Performance

Fit for Duty - Systematic Approach



Video



WorkSafeBC Video
<https://youtu.be/RhqUiqXY0eo>

Managing Risk & Human Performance



What Impacts FFD?

Economic downturn can lead to more suicides: study



EDMONTON: -3 Clk

WEATHER

View Fall Forecast!



Largest circle represents 1170 cases

SOURCE: TX: Texas Department of State Health and Hearst Newspapers reporting

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

Fit for Duty - Systematic Approach



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

Managing Risk & Human Performance



COMMON PRACTICE – only TWO AREAS ADDRESSED



Managing Risk & Human Performance

Fit for Duty - Systematic Approach



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?

Managing Risk & Human Performance



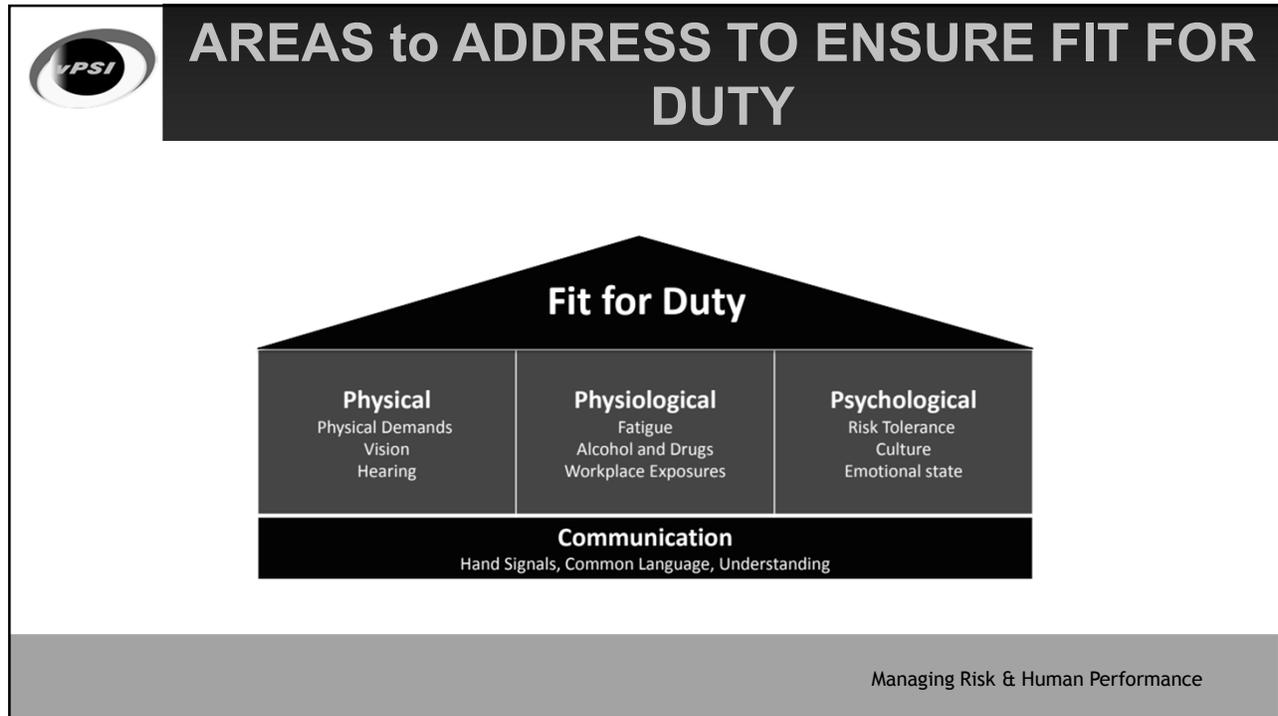
FIT FOR DUTY definition

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.

Managing Risk & Human Performance

Fit for Duty - Systematic Approach



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

Managing Risk & Human Performance

Fit for Duty - Systematic Approach



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

Managing Risk & Human Performance



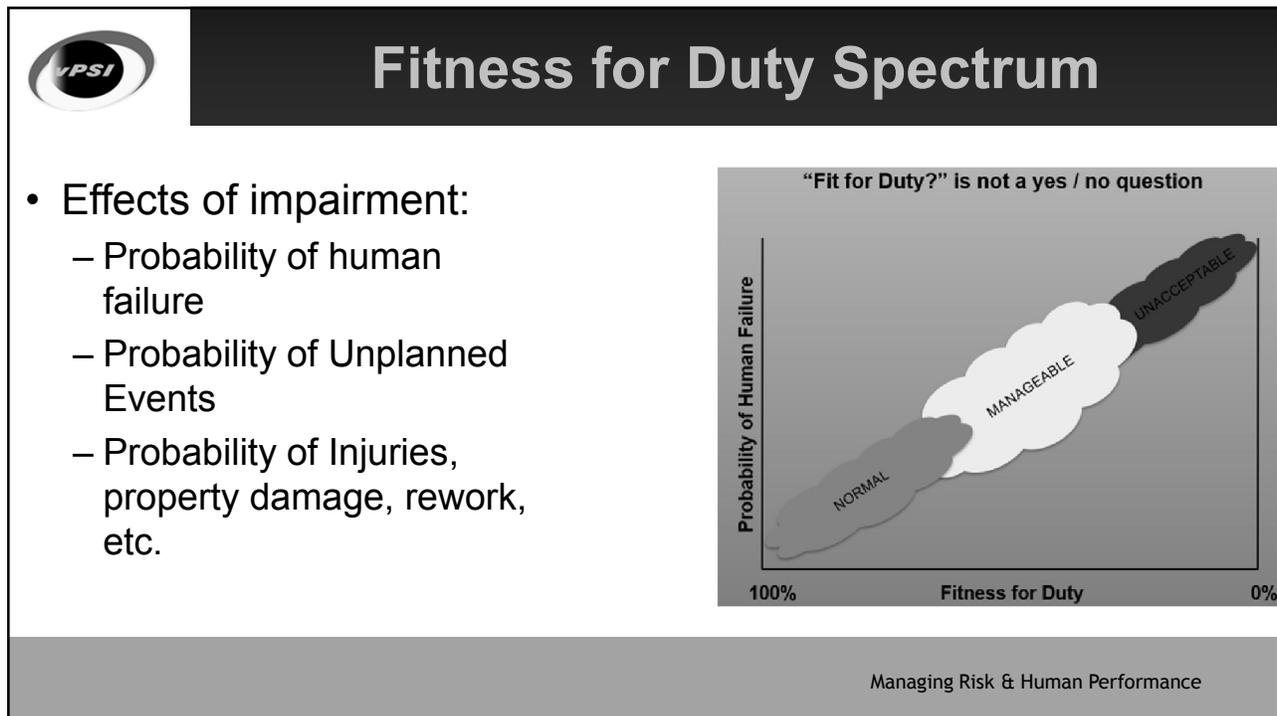
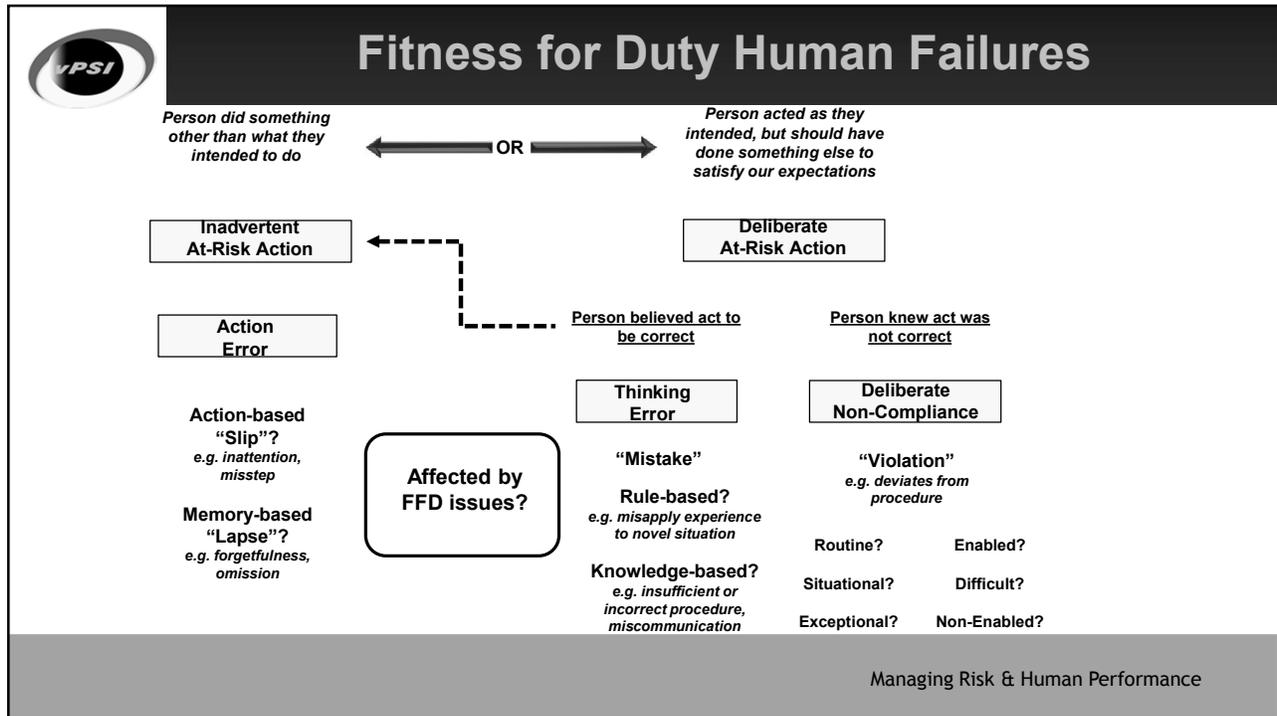
Human Failure in an Unplanned Event (Human Performance*)

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

*Source: Guidance on Investigating and Analysing Human and Organisational Factors Aspects of Incidents and Accidents, published by Energy Institute, London, May 2008

Managing Risk & Human Performance

Fit for Duty - Systematic Approach



Fit for Duty - Systematic Approach



Industry Direction

- Document models

Program Development Guide	Best Practice	Standard
<ul style="list-style-type: none">Expands understandingIs not prescriptiveBest suited for emerging issues or when there is high variability	<ul style="list-style-type: none">Established understandingIs more prescriptiveBest suited for focusing efforts, encouraging consistency but leaves room for flexibility	<ul style="list-style-type: none">Established understandingIs prescriptiveBest 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

Fit for Duty - Systematic Approach

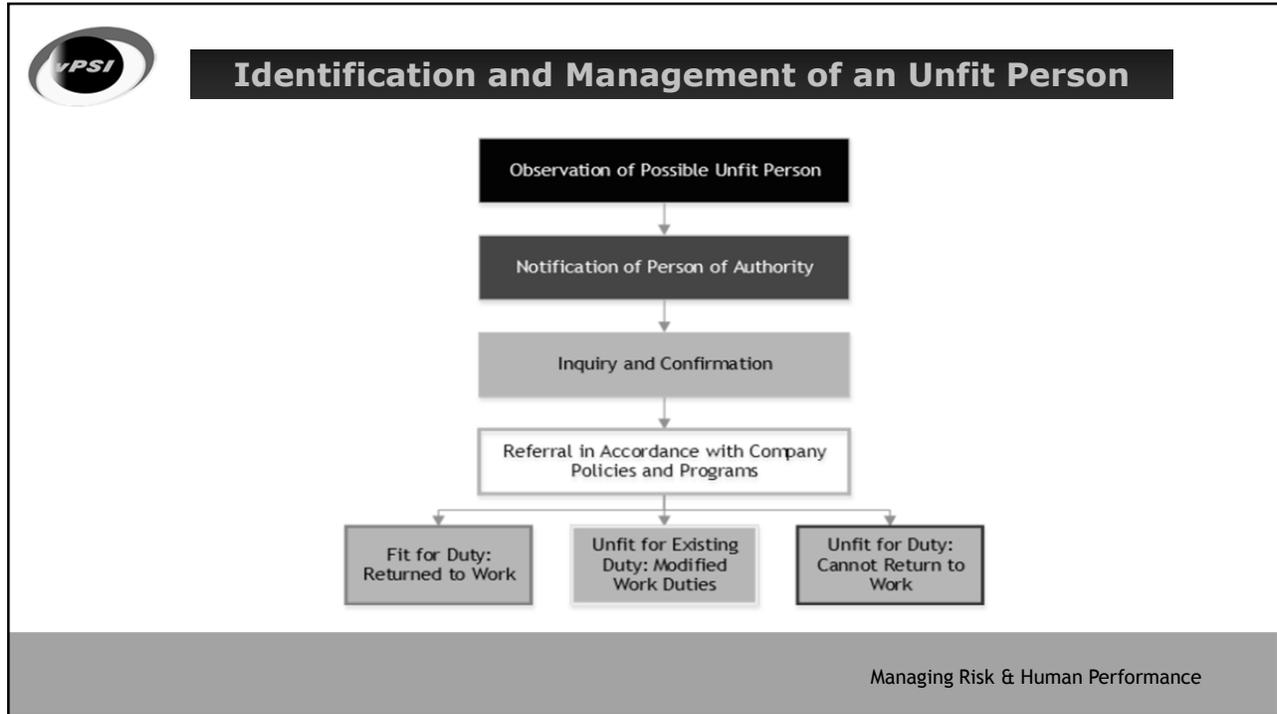


Table of Contents – ESC Fit For Duty Program Development Guide

<p>Introduction</p> <ul style="list-style-type: none"> • Definition <p>Regulations and Standards</p> <ul style="list-style-type: none"> • Human Rights Legislation • Duty of Care • Privacy Legislation • OH&S • Life Saving Rules <p>Roles and Responsibilities</p> <p>Physical</p> <ul style="list-style-type: none"> • Job Demands – Job Description • Physical Capacity • Physical Demands Assessment <p>Physiological</p> <ul style="list-style-type: none"> • Alcohol and Drug • Fatigue • Workplace Exposures • Nutrition and Hydration 	<p>Psychological</p> <ul style="list-style-type: none"> • Violence and Harassment • Respectful Workplace • Remote Work and Living • Cultures • Phobias • Stress • Executive Functioning • Understanding Error • Mind on Task <p>Communication</p> <p>Hazard Assessment</p> <p>Mitigating Strategies</p> <p>Education and Training</p> <p>Incident Causation Model</p> <p>Continuous Improvement</p> <p>Appendices</p> <p><u>Fit for Duty Guideline</u></p>
---	---

Managing Risk & Human Performance

Fit for Duty - Systematic Approach



Fit for Duty Wallet Card(s)



FIT FOR DUTY?
 Don't be a hazard

Physical - Physical Demands, Vision, Hearing

- Know the physical demands of your job.
- Able to meet the physical demands.
- Require any assistance with the planned work.

Physiological - Fatigue, Alcohol & Drugs, Workplace Exposures

- Rested and ready to work.
- Free from the influence of alcohol or drugs.
- Concerns about workplace exposures (chemicals, heat, etc.)?

Psychological - Risk Tolerance, Culture, Emotional State

- Concerns about the work?
- Distracted by something on your mind?
- Would you like someone to talk to today?

WHEN TO TAKE ACTION
 Signs or symptoms



Physical Requirements - The Body Itself

- Deterioration in appearance or personal hygiene.
- Unable to conduct the assigned work or it hurts to do so.

Physiological Condition - Affects How the Body Functions

- Difficulty staying awake or persistent/excessive yawning.
- Dizziness, slurred speech or inability to stand or walk straight.

Psychological Condition - Mental State

- Irritability, inappropriate responses or behaviours.
- Forgetfulness, judgement errors or difficulty staying focused.

Observe any of these signs? Speak with a supervisor.
FIT for Duty - A Life Saving Rule



Fitness for Duty Indicators

Ask the Questions

How are you feeling today? How long have you been awake? How was your day / night off?

Recognize the Changes

Physical	Behavioral
Fatigue / sleep deprived	Change in demeanor
Physical impairment / shakes	Tardiness
Poor hygiene: not showered / unshaved / sweating	Abnormal behavior / speech
Not in proper clothing / missing gear	Lack of overall attention / Disengagement
Changes in motor skills	Delayed responses / Short answers
Body posture – leaning, slouching, off balance, swaying	Non-participation in meetings or activities
Smell of alcohol / bloodshot eyes	Avoiding eye contact
Slurred speech / yawning	Nodding off
Disguise: sunglasses / cologne	Excessive caffeine intake
Signs of injury / altercation	Irritability / Hyperactive / Nervous
	Always on the phone

Manage the Risk

Risk Assessment	Verification of work	Break timing / facilities
Reassignment of critical tasks	Buddy System	Time off / Discipline

GEN TEC-AN-03-0019 vPSI Group, LLC All rights reserved www.vpsigroup.com

Managing Risk & Human Performance



Risk Assessment

Appendix D: Bowtie Example

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

Managing Risk & Human Performance

Fit for Duty - Systematic Approach



Questions?

Managing Risk & Human Performance



Risk Assessment and Workplace Exposures

- 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?

Managing Risk & Human Performance

Fit for Duty - Systematic Approach



WORKPLACE EXPOSURE AND RISK ASSESSMENT

- 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

Managing Risk & Human Performance