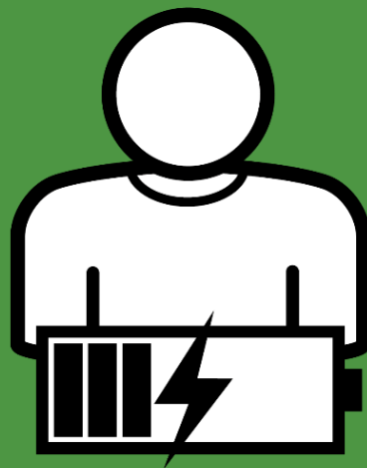


Fatigue Reduction: Managing Your Team's Alertness

A guide for all Network Rail people managers.



Note:

This guide complements the Network Rail Fatigue Management Standard (NR/L2/OHS/003). Reading this is not a substitute for reading the Standard.

Fatigue Reduction

Introduction

Before reading this guide, please read “Fatigue awareness for all staff”. You can find this on the [Fatigue Reduction SharePoint site](#). Alternatively, you can take the Fatigue Awareness eLearning, which can be found on [the Network Rail eLearning website](#). This guide is for anyone responsible for managing someone else’s workload.

The fatigue standard was republished in December 2019 to improve the way we plan work, so that the risk of becoming fatigued is reduced. It also makes it clear that managing fatigue is a joint responsibility.

Network Rail (and suppliers) Responsibility

Plan work to minimise the risk of fatigue, give individuals regular breaks during shifts, and allow enough time to recover between shifts.

Monitor actual working hours for trends.

Empower staff to raise their hand if they don't feel alert enough to work safely.

Individual Responsibility

Make the most of opportunities to rest; get plenty of sleep so you're well rested and fit for duty. Learn to recognise the symptoms of fatigue.

Speak out if you're concerned about your (or a colleague's) level of alertness, especially where it may affect safety.



By working with our employees to proactively manage their alertness levels, we can improve safety and performance. Our employees will also see positive changes from a personal perspective, as things that help improve our alertness are good for our health and wellbeing.

The content of this guidance has been provided by the RSSB, ORR and Department for Transport.

Fatigue Reduction

How do I help my team stay alert, and minimise the chances of fatigue?

Whether you directly manage staff or are responsible for supervising their work, you have an important role in managing fatigue risk. It's your job to know what is happening on the ground, this includes working with your staff to manage fatigue risk. What you say and do tells staff that Network Rail is committed to minimising the risk to safety and health from fatigue.

The way you behave and respond to your staff will influence whether you find out about fatigue before or after an incident.

Your responsibilities are to:

- Learn about alertness and fatigue, what causes fatigue and what its effects are on people. Take the Network Rail Fatigue Awareness eLearning and encourage your staff to do the same. There are lots of useful resources on the [Fatigue Reduction SharePoint site](#), and on the RSSB website in the [Fatigue and you](#) section.
- Promote a 'just' culture where fatigue can be openly discussed, staff understand the expectations on them, and where staff and their representatives can report fatigue concerns without fear. Remember, sometimes, even those with the best of intentions may not be able to get enough sleep or rest.
- Make sure individuals who you line manage or supervise understand their responsibility to get enough sleep and arrive for work alert and well rested and report any concerns they have.
- Support individuals in finding information, advice and strategies that will help them to get the sleep, rest and nutrition they need. For example, direct them towards the [Fatigue Reduction SharePoint site](#) or the [Health and Wellbeing hub](#).
- Be Network Rail's eyes and ears. Look and listen out for things that might cause fatigue and for people who show signs of fatigue. Listen to your people's fatigue concerns. Try to understand the causes, and then work with the individual, your Health and Safety Managers or trades unions to address those causes.
- Follow your route/function's processes to manage the situation when people are suffering, or are likely to suffer from, fatigue. If they are, or could become, so fatigued that health and safety could be affected, make sure they don't put themselves or others at risk (by doing safety critical work, or even driving home). Do not ignore the situation.
- Follow your route/function's procedures in relation to fitness for duty assessment (including when there are changes to rostered duties, such as emergencies or overtime), reporting, investigation, and record keeping.

It's crucial that staff are treated fairly when they raise fatigue concerns; a non-punitive reporting system is very important. If staff feel they'll be punished or treated unfairly for raising a fatigue concern, they won't tell you when they are worried about themselves or a colleague.

The RSSB have created a self-evaluation form that can help you take a closer look at the way you currently manage your team's fatigue and make changes to improve. You can find this document in the appendix.

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What do the ORR say?

“For a [Fatigue Risk Management System] to be fully effective, there should be mutual trust between staff and management, and a positive culture towards safety. Staff have to take their own responsibilities to obtain sufficient sleep seriously, but also need to believe that they will be treated fairly if, for instance, a temporary problem at home such as a new baby or family illness means on a particular occasion, with good reason, they feel too tired to work safely.”

“A non-punitive reporting system is essential to encourage staff to report fatigue.”

Managing Rail Staff Fatigue. The ORR, pg60

How should I talk to my team about fatigue?

Good conversations are one of the best weapons to understand and fight against fatigue risk in your team. They demonstrate your commitment to safety and the well-being of your team. They also help you to make good decisions about what to do next.

Fatigue conversations are needed when someone reports that they feel too tired to work or raises a concern about fatigue at work, but you can build a culture that encourages open communication about fatigue by openly discussing it in team meetings or briefings.

Golden Rule: Listen and let them do most of the talking

Here are some tips for one-to-one fatigue conversations:

1. Be prepared – Consider in advance how you will approach this type of conversation. Use the RSSB [fatigue conversation preparation worksheet](#) to help.
2. Stay calm and positive – If you don't like what you hear, or it creates work or stress for you it can be hard to hide. But showing negative emotions can discourage people from being honest in the conversation and reporting in future, so avoid this.
3. Approach the conversation with an open mind, try not to judge the individual or the situation before you have listened.
4. Demonstrate care for safety e.g. 'I appreciate you reporting this'.
5. Demonstrate care for the individual e.g. 'It must have been difficult coming to work when you felt like this.'
6. Keep asking OPEN questions to fully understand the situation. Open questions start with the words 'What...?', 'How...?', 'When...?', 'Why...?', 'Where...?', 'Who...?'. or phrases like 'Tell me...', 'Describe to me...'
7. Be respectful of the individual's private life.
8. Try to understand the cause of the fatigue and explore solutions together. Ask the individual what they can do themselves to avoid fatigue in future, what you can do to support them, and what Network Rail can learn from the situation. This might need to happen at a later time if

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someone is unable to carry out their duties due to fatigue and you need to quickly make arrangements to cover them.

9. Manage the individual's expectations about any changes that they suggest. Be realistic about how feasible the changes are and how quickly any changes are likely to be implemented.
10. Reassure the individual that the issue will be treated confidentially within company policy. Let them know that you won't speak to anyone about this without first seeking their permission, but with the understanding that there may be occasions where full disclosure is required for staff safety, welfare, wellbeing support or retraining.

What do the ORR say?

"Refresher briefing in fatigue controls should be provided at appropriate intervals, depending on the degree of fatigue risk in a particular role. Fatigue management should in any case form part of managers and supervisor's day to day conversations with staff, especially staff in safety critical roles"

Managing Rail Staff Fatigue: The ORR

What do I do when I spot (or someone else raises) a fatigue concern?

Warning signs

Encourage your team to self-assess for fatigue before commuting to work, reducing the likelihood of them driving when fatigued. Physical signs of fatigue to watch out for in your staff are:

Early Warning Signs of fatigue	<ul style="list-style-type: none"> • Rubbing eyes • Fidgeting
Signs of Moderate Fatigue	<ul style="list-style-type: none"> • Yawning • Frequent blinking • Staring blankly
Signs of Severe Fatigue	<ul style="list-style-type: none"> • Difficulty keeping eyes open • Long blinks
Signs of Stage 1 Sleep	<ul style="list-style-type: none"> • Head nodding • Microsleeps (sleep episodes that can last as little as a few seconds)

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Emotional and mental signs of fatigue are:

Emotional

Quiet
Withdrawn
Lacking in energy
Irritable or grumpy

Mental

Poor decision making
Increased risk taking
Poor judgement
Loss of concentration
Lapse in attention
Difficulty communicating
Confusion

Immediate action

When you become aware that an employee is likely to be fatigued, whether this is something you identify as part of a fitness for duty assessment, or it is reported to you, this requires immediate intervention:

- If the issue is reported to you, the first thing to do is acknowledge and thank the reporter for reporting.
- Make contact with the affected person (if this is a different person) and encourage them to talk. Show them respect and sensitivity and listen to what they have to say. Remember, even those with the best of intentions may not be able to get enough sleep or rest.
- Establish where the affected person is in their duty—before, during, or at the end.
 - Before: work with the individual to consider whether it is better for the person to rest and then return to duty or to miss the duty turn completely. You may ask them to come in to work for a conversation once they have had sufficient rest and sleep.
 - During: work with the individual to consider at what point in the duty turn they are and how they can quickly and safely be removed from work activity and afforded rest and sleep if needed. Consider whether they are safe to drive home.
 - At the end of duty: are they safe to drive home? Consider travel options. Are they likely to be able to get enough rest before their next duty period is scheduled to start?
- If medical reasons are mentioned, then you should direct the colleague to their GP and suggest they contact Optima Health.
- Get help from your manager if you have difficulties; for example, if there is not enough resource to cover someone who is not fit for duty.
- Inform anyone else who needs to be aware of the issue or any action taken to address it, in line with your route or function's procedures.

Employees should not be allowed to start or continue any safety critical work after reporting fatigue.

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Addressing the causes of fatigue

After the immediate issues surrounding a fatigue report have been managed, or following the report of a broader fatigue concern, managers should work with the reporter and/or people affected to understand and address their causes.

- Let them know you will treat the matter confidentially within company policy. Reassure them that you will only tell those who need to know.
- Find out the cause of the person's fatigue, and work with them to find a solution.
- If medical reasons are mentioned, then you should direct them to their GP and Optima Health.
- If necessary to comply to the standard, or you think it will be helpful to refer back to, the discussion and its outcome should be recorded in your route/function's templated Fatigue Management Plan



Warning:

If you ever feel your fatigue, or that of a colleague, is putting anyone's safety at risk, you should follow the Worksafe Procedure. If it's a less immediate safety concern, you can raise a Close Call by calling 01908 723500, or using the Close Call app on a Network Rail mobile.

What are the risks associated with travelling to and from work, and what should an employee do if they are fatigued and need to drive home?

What are the risks?

Driver fatigue is a serious problem that results in thousands of serious injuries and deaths on Britain's roads every year. It is estimated that fatigue may be a factor in up to 20% of all road accidents and up to a quarter of fatal and serious accidents (Department for Transport, 2011). Every week around 200 road deaths and serious injuries involve someone using the road for work purposes (The Royal Society for the Prevention of Accidents). Long working hours, irregular shifts, work schedules and night time driving are factors that increase crash risk.

In extreme cases when the loss of sleep has been allowed to build up, a driver will fall asleep at the wheel. The risk of death or serious injury to a driver and passenger in a fatigue-related crash is about 50% higher than in collisions caused by other factors. This is due to the speed of collision and absence of any braking or avoidance action on the part of the driver.

Thousands of rail staff drive road vehicles as part of their daily work activities. This includes those whose main job is driving (to transport goods, colleagues, or passengers) and those who travel long distances to and from work sites, potentially all over the UK, early in the day or late at night to carry out their primary job activities.

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Factors that can put drivers at increased risk of a sleep related road traffic accident at work are:

Work Factors	Non-work factors
<ul style="list-style-type: none"> • Time of day (impact of body clock) • Shift work and roster design • Length of time away from home/place of rest (including travel time) • Inadequate rest breaks • Previous hours and days worked (e.g. reduced opportunity for sleep and recovery) • Nature of task and working conditions (e.g. long journeys on monotonous roads, poor weather and traffic conditions) • Company culture (e.g. job demands, time pressure) • Vehicle engineering and ergonomic design 	<ul style="list-style-type: none"> • Individual differences (e.g. 'morning types', 'evening types', age) • Sleep loss/poor quality sleep (e.g. domestic and family circumstances, social life and second jobs) • Sleep disorders (e.g. Obstructive Sleep Apnoea) and other health conditions • Medication than can cause drowsiness • Poor driver fatigue awareness and management

The law

Employers have a duty under health and safety law to assess and manage fatigue risk involved in their staff's use of the road for work purposes and are responsible for what might happen if this is not done. Drivers also have a duty to ensure that they are in a fit state to drive and that their driving activities do not put others at risk. Driving while fatigued is an offence under road traffic law and may result in prosecution leading to imprisonment and other penalties.

Drivers are required by law to inform the Driver and Vehicle Licensing Agency (DVLA) if they develop any health condition likely to affect their driving. This includes the most common sleep disorder, Obstructive Sleep Apnoea.

What do The Department for Transport say?

"Being awake for around 17 hours has been found to produce impairment on a range of tasks equivalent to that associated with a blood alcohol concentration above the drink driving limit for most of Europe. Being awake for 24 hours produces impairment worse than that associated with a blood alcohol concentration above the legal limit for driving on the UK's roads"

DfT 2010a p26, Dawson & Reid 1997.

What does the Highway Code say?

"Driving when you are tired greatly increases your risk of collision. To minimise this risk make sure you are fit to drive. Do not begin a journey if you are tired. Get sufficient sleep before embarking on a long journey. Avoid undertaking long journeys between midnight and 6 am, when natural alertness is at a minimum. Plan your journey to take sufficient breaks. A minimum break of at least 15 minutes after every two hours of driving is recommended. If you feel sleepy, stop in a safe place. Do not stop in an emergency area or on a hard shoulder of a motorway (see Rule 262 for guidance on places to take a break when travelling on motorways)."

Highway code, item 91

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Your role as a manager

As a manager, you need to make sure you're aware of Network Rail's systems and information for managing driver fatigue, particularly:

Awareness of Network Rail's Fatigue Risk Management standard	Available on the Network Rail standards website . An eLearning technical briefing on this standard is also available on Network Rail's eLearning portal .
Awareness of the dangers of driving while fatigued and what to do if you start to feel sleepy	Take the Fatigue Awareness eLearning on Network Rail's eLearning portal . Encourage your team to take this so they understand how to reduce the risk of fatigue and what to do if they start to feel fatigued when driving.
Limits on permitted working (inc. driving) hours	You should work within follow agreed procedures in the event working/driving limits are exceeded (e.g. job overruns, emergencies). This should include checks on fitness to continue working (via a fatigue assessment) and compensatory rest in the next recovery period. See the fatigue risk management standard for details of when this is mandatory .
Fatigue reporting channels	<ul style="list-style-type: none"> • Road Fleet information: includes drivers handbook and how to report driving incidents • Close Call: only for use where there's no immediate safety risk • Occupational health: if fatigue is a symptom of a medical condition • CIRAS to make a report where you don't want to use internal channels
Overnight hotels and alternative transport	The expenses policy explains the rules around overnight accommodation or alternative transport when required to travel long distances to or from work (particularly early and night shifts).
Occupational health and medical services	Access, advice, and treatment available .

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How do I manage fatigue for on call staff?

To minimise fatigue risk associated to on call you should:

- Follow your route/function's on call processes; put a hierarchy of controls in place so that the right person is called out for the situation.
- Minimise the need for on call wherever possible
- Consider the likely commuting time of the person on call should they be called out, and what can be done to minimise the associated fatigue risk.
- Allow the individual adequate opportunity for rest before their on-call duty, during the on-call activity and after their last call out. For example, you could agree that whoever is on call will not resume work until 12 hours after their last call out. Plan their work for the shift following being on-call around this.
- Follow your route/function's process for recording the actual time spent answering calls and working during an on-call period.

Controls you can look to put in place might include:

- Treating on-call as a shift or 'working day' in its own right.
- Using video conferencing rather than actually attending site
- Encouraging switching off phones and iPads when not at work or on-call.
- Using email signatures that discourage others from working excessive hours, for example: 'I work flexibly so may respond outside of regular working hours. I do not expect you to answer outside of your own working hours'.
- Discussing and sharing ideas and tips amongst your team for how people disengage outside of work. This will help encourage people to 'switch off' when they are not formally on call.
- Discussing expectations in the team and how they protect their personal time.

What do the ORR say?

"For safety critical workers who are on call, or whose starting time frequently varies with very little notice given, the uncertainty makes it difficult to plan suitable sleep time and fatigue is more likely as a result. A particular example is drivers on a 'spare turn', who can have large variations (up to four hours) in their duty start time. If consecutive duty start times vary by so much, then fatigue is highly likely to be a problem. As far as possible, shift start times and on call duties should be planned to avoid variations of more than two hours. Where this is not possible then additional control measures, such as additional rest breaks within a period of duty or a shorter shift length, should be considered. A series of consecutive rostered duties with large variations in start times should be avoided."

Managing Rail Staff Fatigue: The ORR

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What health conditions might impact my team's alertness levels?

Fatigue is a symptom of many medical conditions, particularly sleep disorders. As a manager you need to create a climate where staff feel comfortable talking about their health, so you're aware of any health conditions or medications that may increase the likelihood of fatigue. These are personal conversations that need to be handled sensitively. You should work with your Occupational Health team to ensure a management plan is in place for these, that considers fatigue risk. If you manage individuals with health conditions you should:

- Encourage staff to self-assess and self-monitor for fatigue.
- Encourage individuals to consult their GP if they experience debilitating, ongoing tiredness which is not improved by good quality sleep, as this may indicate an underlying health issue.
- Encourage individuals to consult their GP if they have ongoing issues with getting to or staying asleep.
- Put in place controls to help reduce the likelihood of the individual experiencing fatigue (e.g. increased number of breaks, planned naps, assigning the individual to different tasks, providing additional help with work responsibilities).
- Work with the individual (and occupational health depending on your organisation) to ensure their fatigue levels are regularly assessed and managed accordingly.
- Plan work so that any safety critical activities take place when the individual is at their most alert (taking into account circadian rhythm and how long they've been awake for) and assess for fatigue before work begins.

FAQs

Can staff take advantage of the fatigue management process?

As with sickness, there's a small chance some people might try to take advantage of the fatigue management process. That's why fatigue is recorded as a sickness absence on Oracle (even though it's not an illness); it will follow the normal absence reporting process, which enables us to view trends and, most importantly, keep an eye out for potential fatigue hotspots. Just make sure that when the fatigue absence is recorded on Oracle, it's recorded under the work-related absence category.

Does this standard mean staff can no longer work nights or on call?

The standard does not stop staff working nights or on call. Where staff need to work these patterns, fatigue is a risk; the standard advises how that risk should be assessed and managed

I manage a large team. Will I have to create a separate fatigue management plan for each individual, if unforeseen circumstances mean the whole team have to work longer hours than planned?

No. You can produce one plan to cover a whole team if their fatigue considerations are similar. However, if (for example) one member of staff has a particularly long commute, you need to consider their individual needs separately.

Appendix

Karolinska Sleepiness Scale









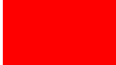
The Karolinska Sleepiness Scale (KSS) is a 9-point scale often used in scientific studies where people are asked to self-report their current level of drowsiness.

Studies show the KSS is a valid and reliable tool for doing this and there's lots of research that links KSS scores to performance and other measures of fatigue in the workplace. It's a simple and effective tool to help you and your team discuss and make decisions around alertness. It's a great conversation starter in team meetings or briefing sessions.

If a member of your team reports that they are in the 'amber zone' (scoring 6 or 7), you need to encourage them to self-monitor for symptoms of fatigue, nap if possible and consider strategic use of caffeine. Organise supervisory checks. Plan for possible task reassignment depending on length of duty remaining, and involvement in safety critical tasks.

If they are self-assessing as 8 or 9 on the scale below, alertness has reduced to a level where the individual should not perform safety critical duties, including driving. They are not fit for duty and arrangements should be made to ensure a safe means of transport to either home address or suitable accommodation.

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1		Extremely alert
2		Very alert
3		Alert
4		Rather alert
5		Neither alert nor sleepy
6		Some signs of sleepiness
7		Sleepy, but no effort to keep awake
8		Sleepy, some effort to keep awake
9		Sleepy, great effort to keep awake, fighting sleep

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Fatigue Controls: Things that can help prevent fatigue

Examples of controls available	Examples of when this control may be appropriate
Compliance to the fatigue risk management standard	All staff should comply to the standard. This will reduce the risk of work-related fatigue occurring.
Following Network Rail processes around fitness for duty and health assessments	People working nights can have a specific night workers health assessment.
Adopt a culture that promotes sleep and rest as positives	As a means of fatigue prevention and suitable for the whole team.
Recognise and reward a 'reduced hours' culture	Provide incentives for people to have a better work life balance and do not reward individuals just because they work long hours.
Provide opportunity for fatigue education	All employees can benefit from training to help them identify and manage their fatigue and alertness. Use the Fatigue Awareness eLearning.
Ensure adequate breaks are scheduled and taken	Regular breaks away from the task at hand can improve alertness
Provide good quality welfare facilities.	Can aid good diet and hydration (individuals are more likely to stay hydrated if they can easily get to a toilet)
Better use of equipment/ technology	For those who at risk of fatigue because of a task that's very repetitive, or manual, that could be made easier
Additional work-related training	To assist in reducing an individuals' workload by training new or leaner ways of working.
Use of Microsoft Teams for meetings	When individuals based in different locations need to meet this can reduce the need for excessive travel.
Wellbeing breaks (short walks away from desk or outside, as an example)	If someone's role requires constant concentration, short breaks will help them maintain focus
On Call rosters and processes	Providing a formal on-call process and empowering individuals to switch off their mobile devices when not in the office or formally on-call.
Put an "alertness buddy" process in place	It is important we work together to manage alertness, keeping an eye out for the early warning signs that colleagues may be experiencing reduced alertness.
Consider diet, hydration, and exercise changes	When an individual has said they're not eating well, or don't exercise. By changing their lifestyle (can be a small change), they can improve alertness and reduce susceptibility to fatigue.
Conditions for working, for example lighting, ventilation, and temperature	An individual may experience reduced alertness if they're sat in a warm or darker area of the office. Make sure office conditions help staff stay alert.
90-minute nap	Taking a 90-minute nap the afternoon before a night shift can really help boost alertness.
Daylight	If someone's been inside all day, a short walk in daylight, particularly between 2-4pm, can help boost alertness. When working a night shift, taking the time to go out in natural daylight after an afternoon nap helps boost alertness before the shift begins.

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Fatigue Mitigations: Things that can reduce the potential harm resulting from fatigue

Examples of mitigations	Examples of when this mitigation may be appropriate
Public transport / taxis to and from work	When an individual's FRI scores for a particular shift are high because of a long commute
Provision of hotel accommodation.	If you are asking an individual to work long hours to achieve a deadline but are concerned, they will be fatigued when travelling home.
Ad hoc change of start and end times	If an individual worked late the previous shift, consider delaying the start of their next shift. Or where an individual is showing signs of fatigue you might bring forward the shift end time.
15-minute nap	If an individual's alertness has reduced during a shift or when driving, a 15-minute nap can help boost their alertness. Drinking a caffeinated drink before the nap (like coffee), can also help improve alertness and reduce sleep inertia.
Protect recovery period	When someone's fatigued, or at risk of fatigue, protect their rest period; don't put them on call or expect them to finish work during their rest period.
Lighter or change of duties	When an individual's fatigue assessment is showing they are at high or medium risk of fatigue
Avoid scheduling tasks requiring a high level of alertness to occur during the window of circadian low (0200-0600).	If the scheduled duty is 0400 – 1400, alertness is likely to be lower at the start of the duty and so it would be better to delay certain tasks until alertness is higher. There's a second dip in alertness from 2-4pm, so similar caution should be taken then.
Shared driving to and from work	When one member of the team's risk of fatigue is significantly lower than the others (perhaps they had a more recent rest period), they could take on driving responsibilities
Reprioritisation of work	When a member of the team's workload is heavy, leading to excess hours and fatigue.
Sharing of workload amongst other team members	When one individual's workload is higher than that of the rest of the team, causing them to work additional hours
Discussion with family and friends to minimise issues outside of work	If an individual is struggling to balance social commitments and work, they need to talk to their family and friends about it.
Time off in lieu	If a team member has worked additional hours to complete a project, pushing themselves to the point where they are fatigued, you could consider allowing those additional hours back in lieu
Change of work location/environment	An individual who has been working at the same location or environment for many hours may experience reduced alertness – moving to a different location may help improve their alertness.
"Comms (phone, email)" free periods outside of workplace	When someone is regularly finishing their official working day, then logging on at home to continue working in their personal time
Seek professional medical advice (e.g. Doctor)	When someone is struggling with fatigue on a regular basis, and discussions with them show that it's not related to work.
Buddy system	When you're concerned someone could end up fatigued during their shift, make sure the buddy system is being used.

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PAM Assist or other Occupational health support services	When you are concerned about an individual's mental or physical health
Flexible working /working from home	When a long commute means the individual regularly exceeds the 14-hour door to door trigger, or caring commitments mean they get up very early to commute to the office on time
Additional work checks	When someone at risk of fatigue is completing work that's quality may be impacted by fatigue, extra checks could be completed by someone else who is competent at that task.

Useful documents from outside of Network Rail

Please note, to view the RSSB documents, you will need to sign up (for free) with a Network Rail email address.

[RSSB Managing Fatigue Risk: The Role of Line Managers and Supervisors](#)

[RSSB Preparing for a fatigue conversation - worksheet](#)

[RSSB Fitness for Duty and Assessing Fatigue a Good Practice Guide](#) (scroll down to resources section)

[RSSB Line manager and supervisor's self-evaluation: how well do I manage fatigue and how can I improve?](#) (scroll down to resources section)

[RSSB Driving for Work: Managing fatigue Risks: A guide for Road Vehicle Drivers and their Managers](#) (scroll down to resources section)

[RSSB 9 things to consider for your fatigue risk management plan](#) (scroll down to resources section)

[ORR Managing Rail Staff Fatigue](#)