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## 1. Introduction

### 1.1 Purpose

To identify and manage fatigue, including the impacts of hours of work and shift work as a risk to personal safety.

### 1.2 Scope

This procedure applies to all NCC personnel and Subcontractors who have personnel working on a Project.

### 1.3 Definitions

EAP	Employee Assistance Program which is available to eligible employees of NCC
Extended working hours	<p>Extended working hours include:</p> <ul style="list-style-type: none"> <li>Working overtime irregularly or on a regular basis</li> <li>Working full-time and having a second job</li> </ul>
Fatigue	<p>A physical or mental condition that results from an individual's limits being reached. This can occur following:</p> <ul style="list-style-type: none"> <li>Physical or emotional exertion;</li> <li>Inadequate or disturbed sleep;</li> <li>Illness; or,</li> <li>A combination of these.</li> </ul> <p>Mental fatigue has been identified as a major safety and health risk. As the level of fatigue increases there is a decline in cognitive function, impaired performance, increasing error rates contributing to reduced safety.</p>
Fit for Work	<p>"Fit for work" means that an individual is in a physical and mental state so as to be able to perform assigned tasks competently and in a manner that does not place at risk the safety or health of themselves, or others. A person Fit for Work, must have adequate sleep, be free from the influence of alcohol and other drugs, injuries or illness that may impair their ability to perform work and free from the effects of fatigue.</p> <p>Persons at work MUST be Fit for Work, to ensure they are not placing themselves, their workmates or members of the public at risk because they were not fully in control of their actions.</p> <p>Refer to <a href="#">Fitness for Work Policy</a> and <a href="#">Fitness for Work Procedure</a></p>
Fleet Office	NCC's digital in-vehicle monitoring system (IVMS)
IMS	Integrated Management System
Micro sleeps	A brief nap that lasts for approximately four to five seconds. People who suffer from micro sleeps are not always aware when a micro-sleep occurs, which can have a significant effect on safety.
NCC	Newlands Civil Construction Pty Ltd Newlands Commercial Construction Pty Ltd
NVHR	National Heavy Vehicle Regulator
Shift work	<p>Shift work is defined as any work that is conducted outside of the standard 7am to 6pm work cycle. Shift work includes:</p> <ul style="list-style-type: none"> <li>Permanent night shifts, or other permanent shifts that extend into hours that would normally be spent asleep</li> <li>Compressed work weeks with extra-long work days</li> </ul> <p>Rotating work shifts, or shifts where workers work permanently on one shift.</p>

Sleep debt	Sleep debt is the difference between a person's required amount of sleep (averaging 7 to 8 hours for an adult), and the actual amount of sleep obtained. Sleep debt leads to increased levels of fatigue and can only be credited with recovery sleep.
Sleep Deprivation	Loss of sleep, resulting in reduced levels of performance and alertness.
Sleep inertia	A period of grogginess, and impaired performance, that generally lasts for 10-15 minutes after people are woken from a deep sleep.
TMT	NCC's Top Management Team for the purposes of this document consists of the Managing Director, CFO and General Managers (Civil & Commercial)

## 2. Responsibilities

### 2.1 Top Management Team

TMT assumes the ultimate responsibility for Quality, Safety and Environmental requirements and core business practices in the workplace.

TMT plans, manages, monitors, reviews, and direct actions and allocate resources to support workers at every level to identify hazards, assess, control and evaluate risk in all areas of NCC's operations.

### 2.2 Project Manager and Site Supervisor

The Project Managers and Site Supervisors are responsible for:

- 2.2.1 Ensuring appropriate resources are allocated to ensure compliance with this procedure;
- 2.2.2 Ensuring the requirements of this procedure are followed for works within their control;
- 2.2.3 Routinely assessing each employee's fitness to work safely.
- 2.2.4 Ensuring general hours of work, shift arrangements, call-out and overtime requirements do not adversely impact on workplace safety.
- 2.2.5 Ensuring they monitor people under their care for indications of fatigue-related risk.
- 2.2.6 Ensuring their response to reports of personal fatigue-risk is consistent with this procedure.
- 2.2.7 Pro-actively managing fatigue-related risk with their crew.
- 2.2.8 Identifying high-risk repetitive tasks and implementing appropriate rotation schedules.
- 2.2.9 Taking into account fatigue when setting production goals.
- 2.2.10 Ensuring that all personnel in their area are adequately trained and aware of their responsibility for managing fatigue.
- 2.2.11 Including fatigue as a hazard (where applicable) when undertaking SWMS or a Take5.

### 2.3 QHSE Manager

The QHSE Manager is responsible for maintaining a program of confidential support to eligible employees under the EAP, to assist with management of personal and/or work fatigue issues.

### 2.4 All Employees

All Employees are responsible for:

- 2.4.1 Presenting for work suitably rested, "Fit for Work" and able to work safely;
- 2.4.2 Advising their Site Supervisor if they can't commence, or continue work because of fatigue;
- 2.4.3 Ensuring they adopt measures to prevent, as far as possible, personal fatigue;
- 2.4.4 Reporting serious personal, fatigue-related risk to their Site supervisor;
- 2.4.5 Personally monitoring their own sleep behaviour; and,
- 2.4.6 Ensuring they participate in education programs.

### 3. Stakeholder Commitment

The IMS policy commitments ARE ESSENTIAL, thereby they must be:

- 3.1.1 established, approved, reviewed and followed by management; and
- 3.1.2 reviewed and followed by workers; and
- 3.1.3 used as a guide by sub-contractors, suppliers, customers, visitors, interested parties, and third parties.

### 4. Requirements

#### 4.1 General

- 4.1.1 Fatigue affects people in different ways. Activities outside of work can greatly impact on a person's fatigue levels at work and it is the responsibility of all workers to ensure they have adequate rest away from work and in between shifts or tours.
- 4.1.2 Things that can affect fatigue levels:
  - (a) Work or exercise intensity;
  - (b) Alcohol;
  - (c) Drugs (prescribed and non-prescribed);
  - (d) Employment during rostered days off;
  - (e) Stress;
  - (f) Illness;
  - (g) Fitness levels; and,
  - (h) Travel distances.
- 4.1.3 The best person to judge if a person is fatigued, is the individual themselves. If they are feeling fatigued to the point that it may affect their health and safety and or the health and safety of others, they have a responsibility to report the fatigue to their Site Supervisor.

#### 4.2 Managing Fatigue

##### 4.2.1 Roster

- (a) All rosters (which includes any Subcontractors) being worked on any NCC site shall carry the approval of either, the Project Manager or the General Manager, with the recommendation of the QHSE Manager. Approval for rosters shall be provided on the basis of a risk assessment demonstrating consideration of the following criteria:
  - (i) The length of shifts
  - (ii) Length and timing of breaks
  - (iii) Maximum hours worked (including overtime hours) in a roster cycle
  - (iv) Number of days of rest
  - (v) The travel or commuting requirements of personnel
  - (vi) The tasks performed during the shift or roster cycle
  - (vii) Workplace conditions (e.g. heat, humidity, noise, vibration, chemicals, dust etc)
  - (viii) Procedures for monitoring hours of work
- (b) Each set of working and personal arrangements will impact on fatigue management differently and likely change with time and environment.
- (c) As a result, it is inappropriate to mandate or absolutely standardise specific rosters, shift lengths or project work arrangements.

##### 4.2.2 Hours of Work

- (a) Shifts shall generally not exceed 12 hours. Appropriate rest and meal breaks shall be provided during shifts.
- (b) The maximum hours of consecutive work on any one shift shall be fourteen (14) hours. Extending work hours beyond the fourteen hour limit is permitted only in an emergency and can only proceed on the basis of compliance with the following:

- (i) A risk assessment establishes that proceeding beyond the 14-hour limit does not create an unacceptable level of risk for the individual/s or their workmates.
- (ii) Approval from the Project Manager is required on each occasion a person extends his work hours beyond the 14-hour limit.
- (iii) Any person working beyond a 16-hour shift will be driven to their place of residence, rather than leaving site and immediately driving themselves.
- (c) It is preferable for persons to take a break within 5 hours of commencing a shift, and to have a second break within 9.5 hours, if the shift length is greater than 10 hours. Breaks within shifts should be distributed to maximise both safety and efficiency of work.
- (d) All personnel shall have an absence from work of at least ten hours before commencing their next shift. The Project Manager can approve exceptions to the 10-hour break rule, but shall address the risk assessment requirements above.

#### 4.2.3 Identifying Fatigue

- (a) The following shall be considered when assessing the factors that contribute to fatigue:
  - (i) Time of day – incidents are more likely to happen in circadian low points (such as night time, especially between the hours of 2am to 6am).
  - (ii) Length of shifts worked – as the effects of fatigue are cumulative, fatigue is more likely to be felt in the final hours of a shift, than in the first few hours of a shift.
  - (iii) Lack of recovery time – incidents are more likely to occur when there is insufficient recovery time between shifts.
  - (iv) Frequency of fatigue situation – the more often a person is fatigued, the greater the likelihood an incident will occur.
  - (v) Number of people fatigued – the greater the number of people fatigued, the more likely an incident will occur.
  - (vi) Skills and experience of persons fatigued – older and inexperienced persons and the level of their training to both perform tasks and personally manage fatigue may influence likelihood.
  - (vii) Duration of exposure to fatigue – the longer a person is fatigued, the more likely an incident will occur.
  - (viii) Level of risk inherent in the work – incidents are more likely to occur in work that is generally hazardous, such as when operating heavy machinery or plant.
  - (ix) Personal characteristics of people involved – medication or existing health issues such as such as asthma, depression or diabetes may affect the likelihood of an incident occurring.
  - (x) Lifestyle factors to be considered include activities that may limit sleep such as a second job, part-time work, family commitments and long commuting distance.
- (b) The Site Supervisor shall assess the level of fatigue when:
  - (i) there are reasonable grounds to believe a person is not fit for work; or,
  - (ii) there is suspicion of a problem that is consistent with fatigue and/or an altered emotional state.
- (c) The assessment of Fatigue will be completed on the Fatigue Observation Record.
- (d) Reasonable grounds include, but are not limited to, any one, or a combination of:
  - (i) erratic, abnormal or unusual behaviour;
  - (ii) near misses or incidents where safety is, or may be compromised;
  - (iii) observations of deteriorating work performance; and,
  - (iv) behaviour that, in the Site Supervisor's or other's considered opinion, warrants attention.
- (e) In such a case, the Site Supervisor shall move the individual to a safe location to discuss their observations in confidence.
- (f) The observation of, and discussion with, the employee allows the Site Supervisor to assess the presence of risk factors known to impact on fatigue levels, including issues associated with family circumstances, alertness, sleep patterns and substance use.

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	<b>FATIGUE MANAGEMENT</b>	Newlands Commercial Construction Pty Ltd ABN 64 166 350 563

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- (g) The person shall be assessed as fit for work or not fit for work. Refer to Reporting (section 4.2.9) following, for the next steps.

#### 4.2.4 Controlling Fatigue

- (a) Task rotation is a useful method of minimising fatigue-related risk, particularly for people involved in repetitive tasks.
- (b) All individuals shall use task rotation (where possible) as a control for minimising fatigue related risk. Individuals should rotate tasks giving due consideration to personal safety and effective completion of their duties.
- (c) Site Supervisors shall consider and address task rotation in the daily operations, wherever possible.
- (d) Site Supervisors shall be responsible for identifying tasks that attract a high degree of risk from repetitive work by risk assessment methods. An appropriate schedule of rotation must be implemented for these tasks.
- (e) Rotation schedules shall stipulate the maximum hours permitted on a high-risk task and the minimum time of alternate work before resuming the original task. For example, if on the basis of a risk assessment driving haul trucks was identified as attracting an unacceptable level of risk from repetitive work, a task rotation schedule with a minimum number of hours alternate work could be implemented.
- (f) Work requirements shall be reassessed, allowing additional time for tasks, when individuals are likely to be fatigued or sleep deprived.
- (g) Written instructions and other checking procedures shall be used to assess the impairment on short-term memory and verbal communication caused by fatigue.
- (h) Potential control measures to implement may include:
  - (i) Review whether the type of work and work schedule is suitable for the allocated time period and modify the work/work schedules if they place employees at risk of developing fatigue or experiencing acute sleep deprivation.
  - (ii) Design working hours to allow for good quality sleep and enough recovery time between work days/shifts/sequence of shifts for traveling, eating, washing and sleeping.
  - (iii) Scheduling low risk work during periods of high fatigue, such as night time and especially during the hours of 12am to 6am and scheduling complex tasks to be performed only during the day.
  - (iv) Develop a site hours of work policy on maximum average weekly hours, daily work hours, call-outs and work-related travel.
  - (v) Consulting with employees about levels of fatigue and any safety and health issues arising from them.
  - (vi) Avoiding overtime arrangements for extended periods. Consider the requirements for relief/stand-by/on-call/additional staff.
  - (vii) Allowing trial periods for new working hours arrangements and evaluating them.
  - (viii) Endeavouring to provide regular hours of work and provide reasonable notice if working hours or roster changes are planned.
  - (ix) Job rotation for repetitive or monotonous work, or work that involves heavy physical demands.

#### 4.2.5 Night Works

- (a) As well as the control measures suggested above for working hours and shift work/ rosters, potential control measures to consider for night work shall include:
  - (i) considering whether night work is necessary and, where practicable, rearranging schedules so non-essential work is not carried out at night;
  - (ii) where practicable, scheduling critical tasks at times where employees are less likely to be experiencing sleep deprivation, fatigue or disruption to the body clock;
  - (iii) keeping sequential night shifts to a minimum, where possible;
  - (iv) ensuring there is an adequate period of non-work following a sequence of night shifts;
  - (v) allowing regular night workers periods of normal night sleep so they can catch up on their sleep debt;

- (vi) providing controls and clear procedures for hazardous work, particularly for work carried out between 2am-6am;
- (vii) minimising night work when employees return from leave or an extended period away to allow them time to adapt; and
- (viii) giving at least 24 hours' notice before night work.

#### 4.2.6 After Hours

- (a) Project Managers shall identify alternative personnel who can be used for urgent after hour's responses when the employees on call are unavailable or unfit.
- (b) Where it is known that a call-out is likely, Project Managers shall notify individuals as early as possible to allow them to modify their behaviour to ensure their fitness for work (e.g. reduce alcohol consumption, get adequate rest).
- (c) Project Managers or Site Supervisors deciding to call an individual, in shall assess:
  - (i) the risk of injury if the situation is not attended to;
  - (ii) the risk to the safety of the individual asked to respond;
- (d) In assessing the level of risk posed by an event, Project Managers or Site Supervisors shall be guided by standard site risk management processes.
- (e) Assessment of fitness for work on a call-out shall include questioning the person to determine:
  - (i) alcohol consumption in the preceding 24 hours;
  - (ii) use of medication or other substances in the preceding 24 hours;
  - (iii) disturbance to, or reduction in the amount of sleep in the preceding 48 hours; and,
  - (iv) any medical or related conditions (e.g. stress).
- (f) When calling people at home during their normal sleep time, Project Managers and Site Supervisors shall take account of and assess for the possible effects of sleep inertia.

#### 4.2.7 Travel Requirements

Travel time to and from work shall be taken into account when assessing likely impact on fitness for work and when establishing shift lengths and rosters.

Travel time to and from site shall be classified as part of the individuals working a 12 hour shift, whether paid or unpaid.

All individuals shall be responsible to ensure their travel plus work time does not exceed 12 consecutive hours, however a risk assessment and Journey Plan is to be undertaken for shifts that may exceed this.

**All heavy vehicle drivers are to follow the NHVR requirements for fatigue management and record keeping.**

- (a) Drive in/ Drive out (DIDO)
  - (i) Drive in
    - A. A Journey Plan is to be completed, inclusive of drivers and passengers for journeys that exceed the driving time of 5.5 hours and authorised by the TMT.
    - B. Nominated drivers shall complete the Fleet office pre-start for the travelling vehicle.
    - C. Passengers that rotate driving duties shall complete the Fleet Office when they are in control of the travelling vehicle.
    - D. A minimum break of Thirty (30) minutes after a maximum consistent driving time of 5 hours must be taken.
    - E. Rest breaks can be taken at smaller intervals if required.
    - F. Rest breaks shall be added into the time it takes to travel.
    - G. Drivers and passengers can notify Management of locations at break intervals and when they arrive at their destination.
    - H. The travelling vehicle can be monitored from the Fleet Office system for rest breaks and driving times/ behaviours.
    - I. It shall be the responsibility of the nominated driver/s to ensure that they are not fatigued prior to commencing the journey.

- J. Nominated drivers shall ensure that the rest period prior to next rostered on shift is twelve (10) hours.
  - K. Notification to Management must be made when a change of route or a vehicle breakdown has occurred.
  - L. Passengers who become alternate drivers shall also comply with above requirements.
- (ii) Drive out
- A. A Journey Plan is to be completed, inclusive of drivers and passengers for journeys that exceed the driving time of 5.5 hours and authorised by the TMT.
  - B. Nominated drivers shall complete the Fleet office pre-start for the travelling vehicle.
  - C. Passengers that rotate driving duties shall complete the Fleet Office when they are in control of the travelling vehicle.
  - D. A minimum break of Thirty (30) minutes after a maximum consistent driving time of 5 hours must be taken.
  - E. Rest breaks can be taken at smaller intervals if required.
  - F. Rest breaks shall be added into the time it takes to travel.
  - G. Drivers and passengers can notify Management of locations at break intervals and when they arrive at their destination.
  - H. The travelling vehicle can be monitored from the Fleet Office system for rest breaks and driving times/ behaviours.
  - I. Notification to Management must be made when a change of route or a vehicle breakdown has occurred.
  - J. It shall be the responsibility of the nominated driver/s to ensure that they are not fatigued prior to commencing the journey.
  - K. Nominated drivers shall ensure that the rest period prior to next rostered on shift is twelve (10) hours.
  - L. Passengers who become alternate drivers shall also comply with above requirements.
- (b) Fly in / Fly out (FIFO if applicable to site/ project)
- (i) Fly in
- A. All personnel (NCC and Subcontractors) are to refer to their Journey Plan.
  - B. When completing a Journey Plan (flight times, stop over's and drive time) shall be added into the time it takes to travel.
  - C. All personnel (NCC and Subcontractors) shall ensure that the rest period prior to next rostered on shift is twelve (10) hours
  - D. All personnel (NCC and Subcontractors) shall make contact with the person nominated on their Journey Plan to notify of changes to travel details not recorded in the Plan (e.g. Changed/ cancelled flights).
  - E. It shall be the responsibility of all Personnel (NCC and Subcontractors) to ensure that they are not fatigued prior to commencing the journey.
- (ii) Fly out
- A. All Personnel (NCC and Subcontractors) are to refer to their Journey Plan.
  - B. When completing a Journey Plan (flight times, stop over's and drive time) shall be added into the time it takes to travel.
  - C. When completing a Journey Plan (flight times, stop overs and drive time) shall not extend pass the working shift of twelve (10) hours in order to reach their destination.
  - D. All personnel (NCC and Subcontractors) shall make contact with the person nominated on their Journey Plan to notify of changes to travel details not recorded in the Plan (e.g. Changed/ cancelled flights).
  - E. It shall be the responsibility of Personnel (NCC and Subcontractors) to ensure that they are not fatigued prior to commencing the journey

**Note:** Any personnel failure to comply the above section shall be subjected to disciplinary action. (ie Site Safety Instruction)

#### 4.2.8 Education and Awareness

An ongoing education program in fatigue management shall be maintained at each site. The program must keep all personnel informed of information and research evidence relevant to fatigue management. Specific materials related to fatigue management should be integrated with a broader Fit for Work education program and include such content as:

- (a) Impact of sleep and wakefulness;
- (b) Recognising medical disorders that may lead to fatigue;
- (c) Types of medication that may affect fatigue;
- (d) Identification of fatigue;
- (e) Management of the fatigued worker;
- (f) The risks of extensive travel to and from work; and,
- (g) The assistance that is available in this area including the EAP and how to access it.

#### 4.2.9 Reporting

- (a) In the event an employee's ability to perform normal duties becomes seriously impaired (i.e. impairment brings an unacceptable level of risk) while at work, it is their duty of care to report that risk to their Site Supervisor. If the Site Supervisor deems that person as not "Fit for Work" because of fatigue, the following options are available:
  - (i) Task Rotation: The Site Supervisor manages the risks associated with fatigue by rotating the individual between tasks. ( This will not always be possible)
  - (ii) Go Home Option: If it becomes apparent that the individual is simply unable to continue working safely due to fatigue, the individual should be returned to his/her home or sleeping quarters. (No disciplinary action will be taken other than recording the unfinished shift as an absence.)
- (b) In the event that the last option above is exercised, the Site Supervisor shall complete a Work Improvement Notice for major issues or recorded on a Site Safety Instruction for minor issues, outlining the person's hours of sleep and activity prior to the incident. Activities conducted over the days off period shall also be considered when compiling an incident report.
- (c) Any individual experiencing subsequent fatigue-related risk at work shall be referred to the EAP by their Site Supervisor. Individuals unable to gain a reasonably rapid resolution to fatigue-related impairment through the EAP, will be required to develop a plan in conjunction with their Site Supervisor, to maintain their fitness for work.

#### 4.2.10 Fleet Office Monitoring

Fleet Office can be used to monitor and record driver's times, breaks and behaviours to help identify fatigue and compliance with regulatory requirements and compliance with NCC Policies and Procedures.

## 5. References

### 5.1 Policies

HR-POL-040 Fitness for Work

### 5.2 Plans

### 5.3 Procedures


SA-PR-015 Fitness for Work

### 5.4 Forms

SA-FM-054 Fatigue Observation  
 SA-FM-049 Journey Plan  
 SA-FM-128 Site Safety Instruction  
 QA-FM-002 Work Improvement Notice

### 5.5 Legislation & Other References

Fatigue Management National Heavy Vehicle Regulator  
 Fatigue Management Work Health & Safety Act

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## 6. Attachments

Attachment A – Shift Rosters



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SAFETY PROCEDURE

**FATIGUE MANAGEMENT**

Newlands Civil Construction Pty Ltd  
ABN 41 133 339 778

Newlands Commercial Construction Pty Ltd  
ABN 64 166 350 563

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**Attachment A - Shift Rosters**

Procedure: Fatigue Management

Subject: Shift Rosters

Specific average hours of work per Roster, is a maximum of: 68 Hours (as per NCC's Fatigue Management Procedure, SA-PR-023)

**Risk Index (RI):** A Score of 1 is based on the average level of risk of accident/ error attained in studies on people working 12 hour shifts on a 2 day, 2 night, 4 days rest, scheduled in the rail sector where a score of 2, could be interpreted as a doubling of the risk on that particular shift schedule

**Fatigue Index (FI):** Score = % of chance of employees achieving a Karolinska Sleepiness Score (KSS) of 8 or 9 where a score of 1 = extremely alert and a score of 9 = extremely sleepy  
Typical Scores = 30-35 for day shifts & 40-45 for night shifts are acceptable fatigue scores

One Week Shift	Total Hrs	Weeks	Hr/Wks Ratio	Acceptable	RI (Risk)	FI (Fatigue)																																																																					
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<b>Three Week Shift (2 weeks on- 1 week off)</b> <table border="1"> <tr><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td></tr> <tr><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></tr> </table>	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	12	12	12	12	12	12	12	12	12	12	12	12	12	12	0	0	0	0	0	0	0	172	3	57.3	Yes	1.46	26.7						
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<b>Four Weeks Shift (3 weeks on with the second Sunday off- 1 week off)</b> <table border="1"> <tr><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td></tr> <tr><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>0</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td></tr> </table>	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	12	12	12	12	12	12	12	12	12	12	12	12	12	0	12	12	12	12	12	12	12	244	4	61	Yes	1.81	28						
Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun																																																							
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<b>Four Weeks Shift (3 weeks on- 1 week off) 21 days straight</b> <table border="1"> <tr><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td></tr> <tr><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td></tr> </table>	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	250.5	4	62.6	Yes	1.74	27.9						
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<b>Four Weeks Shift (4 weeks on with second Sunday off- 9 days off)</b> <table border="1"> <tr><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th><th>Mon</th><th>Tues</th><th>Wed</th><th>Thurs</th><th>Fri</th><th>Sat</th><th>Sun</th><th>Mon</th><th>Tues</th></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr> <tr><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>0</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td><td>12</td></tr> </table>	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	12	12	12	12	12	12	12	12	12	12	12	12	12	0	12	12	12	12	12	12	12	12	12	328	5.29	62	Yes	2.13	28.5
Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues																																																					
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