




Bangladesh Power Development Board
INTEGRATED MANAGEMENT SYSTEM
(BASED ON ISO 9001:2015, ISO 14001:2015 & ISO
45001:2018 STANDARDS)

SHIFT MANAGEMENT

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1 Purpose

This guidance aims to improve safety and reduce ill health by:

- improving understanding of shift work and its impact on health and safety
- providing advice on risk assessment, design of shift-work schedules and the shift-work environment
- reducing fatigue, poor performance, errors and accidents by BPDB to control, manage and monitor the risks of shift work

2 Scope

This procedure applies to all Plants of BPDB which have shift operations.

3 Terms and Definition

Shift work - A work activity scheduled outside standard daytime hours, where there may be a handover of duty from one individual or work group to another. Or, a pattern of work where one employee replaces another on the same job within a 24-hour period. Examples of shift work might be work during the afternoon, night or weekend, typically with periods of the work schedule outside standard daytime hours

Abbreviations

BPDB – Bangladesh Power Development Board

4 Roles and Responsibility

None

5 Procedure

5.1 Risks of Shift Work


Shift work may result in:

- disruption of the internal body clock
- Fatigue and sleeping difficulties
- disturbed appetite and digestion
- reliance on sedatives and/or stimulants
- social and domestic problems

These in turn can affect performance, increase the likelihood of errors and accidents at work and might have a negative effect on health.

5.2 Managing the risks associate with shift work

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Assessing and managing the risks associated with shift work will improve the health and safety of workers by reducing the risks they are exposed to. BPDB is committed to accomplish best practice while shift work schedule design and also care about the workplace environment to manage the risks associated with shift work.

Shift Schedule Design- Safety Practices Consideration where applicable:

- Plan a workload that is appropriate to the length and timing of the shift.
- If reasonably practicable, schedule a variety of tasks to be completed during the shift and allow workers some choice about the order they need to be done in.
- **Avoid scheduling demanding, dangerous, monotonous and/or safety-critical work during the night, early morning, towards the end of long shifts and during other periods of low alertness.**
- Avoid placing workers on permanent night shifts.
- If possible, offer workers a choice between permanent and rotating shift schedules.
- Where possible, adopt a forward-rotating schedule for rotating shifts rather than a backward-rotating schedule.
- Either rotate shifts very quickly, e.g. every 2-3 days or slowly, e.g. every 3-4 weeks and avoid weekly/fortnightly rotating shift schedules.
- If not strictly necessary for business needs, try to avoid early morning starts before 7.00 am.
- Where possible, arrange shift start/end times to be convenient for public transport or consider providing transport for workers on particular shifts.
- Limit shifts to a maximum of 10 hours (including overtime) and consider the needs of vulnerable workers.
- Limit night shift or shifts where work is demanding, monotonous, dangerous and/or safety critical to 8 hours.
- Consider if shifts of a variable length or flexible start/end times could offer a suitable compromise.
- Avoid split shifts unless absolutely necessary to meet business needs.
- Encourage and promote the benefit of regular breaks away from the workstation.
- Where possible, allow workers some discretion over when they take a break, but discourage workers from saving up break time in order to leave earlier.
- In general, limit consecutive working days to a maximum of 5-7 days and make sure there is adequate rest time between successive shifts.
- Where shifts are long (> 8 hours), for night shifts and for shifts with early morning starts, it may be better to set a limit of 2-3 consecutive shifts.
- When switching from day to night shifts or vice versa, allow workers a minimum of 2 nights' full sleep.
- Build regular free weekends into the shift schedule.

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Shift work environment- safety practices consideration where applicable:

- Provide similar facilities and opportunities for shift workers as those available for your daytime workers.
- Ensure that workplace lighting is adequate and adjustable by workers.
- Ensure that the workplace temperature is adjustable and allows workers to carry out their tasks in reasonable comfort.
- Consider increasing supervision during key periods of low alertness, e.g. during the night, early morning, towards the end of long shifts and other periods of low alertness.
- Make sure supervisors and team members with responsibility for shift-working arrangements are aware of the risks associated with shift work and can recognise shift work-related problems.
- Control overtime and shift swapping by monitoring and recording hours worked and rest periods. Discourage workers from taking second jobs.
- Make provision in the work schedule to allow adequate rest for those workers carrying out standby/on-call duties or overtime.
- Provide training and information for workers, their families and management on the risks associated with shift work and on coping strategies. This may help workers to cope better with shift work.
- Make provision to release staff for foreseeable training, development and communication needs.
- Encourage interaction between workers and provide a means of communication for lone workers.
- Agree on, and ensure timing and procedures for transmitting information to the next shift team are followed at all times.
- Promote healthy living strategies such as increasing exercise and improving diet.
- Ensure that the workplace and its surroundings are well lit, safe and secure and that workers are free from the threat of violence.

6 References

ISO 45001: 2018 Standard

7 Appendix

None

8 Revision History

SI No.	Revision Number	Section	Change Made	Date of Revision
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