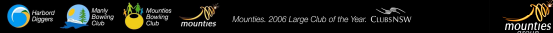


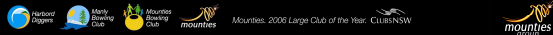
Increasing retention through managing fatigue

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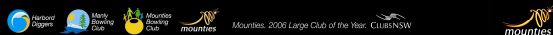
Presentation Content

- About Mounties
- Our Strategy
- Fatigue and Hospitality
- Impact of fatigue on turnover
- Detecting stress and increasing engagement
- Minimising the impact of fatigue/increasing alertness
- Creating the 'health aware workplace'



The Mounties Group

- Group of Registered Clubs comprising Mounties, Harbord Diggers, Manly Bowling Club, Fairfield Bowling Club, M1 Health Club and Freshwater Fitness as well as Sussex Inlet Holiday Resort and Koolora Ski Lodge.
- 700 employees, 650 contractors
- 18 different employment categories
- Over 18,000 rostered shifts per month
- Shifts worked between 5.00 am and 5.00 am 7 days per week



Our Strategy

- To provide meaningful, safe and secure employment to those within our direct communities and beyond (External)
- To manage the Employment/Workplace Relationship for the mutual benefit of both parties to the Relationship (Internal).
- Both underpinned by an awareness of the impact we have on our environment and future generations.



Fatigue and Hospitality

- Physical
 - Muscle fatigue, sore legs, arms, eyes
- Cognitive/Mental
 - Lack of concentration, impaired memory, reduced vigilance and judgment
- Emotional
 - Distress and inability to cope with simple requests, over reaction to situations, hyper vigilance.



Impact of Fatigue on Turnover

- At y/end 2006 70% of Mounties turnover was for personal reasons – 90% of these people cited fatigue as the underlying reason.
- At y/end 2007 65% of Mounties Turnover was for personal reasons – 55% of these people cited fatigue as the underlying reason.
- At y/end 2008 50% of Mounties Turnover was for personal reasons – 10% of these people cited fatigue as the underlying reason.



Detecting stress and improving engagement

- More about detecting changes in morale, output, quality of work.
- Benchmarks and emotionally clued in supervision is critical
- Empathy and understanding boosts engagement
- Sincerity and consistency maintains it
- The timing of different initiatives is key
- The relevance of rewards to organisational performance, departmental goals and individual preferences is also vital.



Strategies to increase alertness

- Understanding what is driving the fatigue and making sure that those being affected by it are as fully informed as those trying to manage it.
- Circadian fatigue can be assisted by scheduling breaks at the lull time, turning up heating at work stations, providing low GI foods as snacks at critical times, ergonomic break rooms with appropriate lighting – roster design also key.
- Mental fatigue is managed best by proper task allocation and regular reviewing of this.
- Emotional fatigue can be assisted by good de-briefing outlets.
- Total wellness programs are also in place at Mounties and there is an option for staff to roster in paid gym time.
- Tie different measures together for overall picture



Creating a 'health aware workplace'

- Starts at recruitment
- Important to outline what impact the job will have on health
- Physical testing and individually tailored fit for work plans
- Make meeting health kpi's part of performance
- Continuous and consistent communication vital



Future Contact

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