WORKSHEET 2.14

Fatigue, Workload and Psychological Health

Subchapter 2.14 · case in the book: Panama City

GUIDING QUESTION

Ask your payroll system how many times last quarter somebody clocked out and clocked back in less than nine hours later. You already hold the answer, and nobody in your hotel has ever called it safety data.

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Run the three queries. Turnarounds under nine hours, runs over twelve consecutive days, and the distribution of split shifts by individual. The data is in payroll, it is accurate to the minute, and nobody has ever asked it a safety question.		
Put hours and workload into the hazard identification, where the requirement names them. If they are not there, the document has omitted a named item and adding them costs a paragraph.		
Set a turnaround and a consecutive-days constraint and enforce it in the rostering system. It is a third-rung control, it costs flexibility rather than money, and it is the only instrument in this subject that a manager already fully controls.		
Record guest abuse as an incident. Where and when it clusters is information, and the remedy that follows is usually about staffing an hour differently rather than about training somebody to absorb it better.		
Read absence, turnover and error against the roster before reading them against the people. Two quarters of elevated absence in one department is a pattern, and the pattern that precedes it is in a spreadsheet.		
Keep the wellbeing programme and stop counting it as compliance. It is permitted, it can be genuinely good, and it discharges none of the four obligations in this subchapter.		

These steps are the book's method, not requirements of ISO 45001. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property's own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What the property took to be true	What actually holds	Our position
"Psychological health is covered by our wellbeing programme."	The scope permits integrating wellness and wellbeing; it does not make it the requirement. The obligations sit in the definition of harm, in hazard identification and in the hierarchy of controls.	
"The rota is a labour cost document."	Hazard identification must take into account how work is organised and social factors including workload and work hours. A rota is where both are decided.	

What the property took to be true	What actually holds	Our position
“We respond with training on stress and resilience.”	Training is the fourth rung. Reorganising work to avoid unhealthy hours and workload is the third, and eliminating work that causes negative stress is the first.	
“This is a mental health matter, so it belongs to human resources.”	Injury and ill health is defined as an adverse effect on the physical, mental or cognitive condition. The whole machinery of the standard applies to it as it does to a cut hand.	
“Absence is an absence problem.”	Fatigue does not present as fatigue. It presents as absence, turnover, error and short temper, all of which are read as personnel matters and none of which reaches a hazard register.	
“Difficult guests are part of the job.”	Harassment is named among the social factors that hazard identification must consider, and the requirement does not qualify the source.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Filing the subject under wellbeing. The scope permits integrating wellness; the obligations are in the definition of harm, the hazard identification and the hierarchy.		
Treating the rota as a cost document. It is where how work is organised and social factors including workload and hours are actually decided.		
Reaching for training. Stress and resilience courses are the fourth rung applied to a hazard whose control is at the third and whose elimination is at the first.		
Measuring people instead of the work. Individual stress scores locate the hazard in the person, leave the roster unexamined, and create the most sensitive records a hotel can hold.		
Reading absence as an absence problem. Fatigue never presents as fatigue, and the pattern that precedes it is already in the payroll system.		
Accepting guest abuse as part of the job. Harassment is named among the social factors and the requirement does not say by whom.		

Operative synthesis

- **Psychological health is not an optional extension of this standard.** It is in the definition of the harm (an adverse effect on the physical, mental or cognitive condition), in the opening statement of responsibility, in the mandatory list of what hazard identification must consider, where workload, work hours, victimisation, harassment and bullying are named, and twice in the hierarchy of controls, where eliminating work that causes negative stress sits at the first rung and reorganising work to avoid unhealthy hours and workload sits at the third.
- **In a hotel that means the roster is the instrument.** It is where hours, turnarounds, consecutive days, lone working and workload are decided, it is built as a labour cost document by people measured on labour cost, and the exposure it creates is already recorded to the minute in a payroll system that nobody has ever asked a safety question. Training and support services are the fourth rung and a permitted extra; they assist people who are already carrying the exposure

and they change nothing about what produced it. And measuring individual stress relocates the hazard into the person, which is the one direction the standard's own list does not point.

- **Two hundred and fourteen turnarounds under nine hours, nineteen people past twelve consecutive days.** All of it accurate to the minute, in a system used every fortnight to pay everybody, and never once read as anything but a payroll record.
- **That is the last of it.** What a property does with all of this (and what remains of it when the people who built it have gone, which in this industry is sooner than anybody plans for) is where this volume ends, in the city where it began.

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 3a «The Helm», subchapter 2.14. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 45001. It is not legal advice: health and safety law is that of the place where the property operates.