
Contents

Preface	v
Acknowledgements	xiii
1. Designing innovative workplaces	1
Work organization and ergonomics	1
The approach	2
Both industrialized and developing countries can benefit	5
The target enterprise	6
A flexible enterprise	6
A quality-oriented enterprise	7
A participatory enterprise	8
A customer-oriented enterprise	8
A healthy enterprise	9
A competence-based and committed enterprise	10
Action at different levels	10
At enterprise level	10
At department level	10
At workplace level	11
The audience	11
2. Task analysis and work design	13
Designing effective and satisfying tasks and jobs	13
Definitions	14
Objectives in task and job design	14
Task description and analysis	14
Task description	15
Task analysis	16
Design of tasks	20
Workload	20
Physical work	21
Mental work	33
Stress	36
Job design	41
Management programmes for job redesign	44
3. Workplace design	49
Designing workplaces	49
Importance of appropriate work environments	50
Process for investigating and designing workplaces	51
Analysis phase	51
Development phase	52
Evaluation phase	52
Sources of information	52
Recommendations on dimensions for population groups	54
Sample user data	54
Specific recommendations and guidelines	57

Key points for the design and layout of workplaces	57
Guidelines for the arrangement of workplaces	58
Guidelines for work seating	58
Guidelines for the physical work environment	59
Principles and approaches to workplace evaluation and design	61
Design for extreme cases	61
Design for adjustable range	61
Design for restricted or tolerance range	62
Designing for an average value	62
Testing and evaluating workspaces	62
Fitting trials	62
User trials	65
Checklists	66
Redesign and participative procedures	73
Design decision groups	76
4. Layout of equipment and production flow	81
Production flow	81
The make versus buy decision	81
Basic approaches to manufacturing	82
Intermittent processes	82
Line processes	87
Cellular manufacture	87
Kanban techniques	89
Equipment	92
Numerical control (NC, CNC, DNC)	94
Industrial robots	96
Computer-aided design (CAD)	97
Advanced manufacturing technology (AMT)	98
Tooling-based solutions	99
Reduction of set-up times	99
Change-over time reduction	100
Layout	103
The sequencing of production facilities	104
Cross charts	104
Balancing the production sequence	105
Group technology clustering	112
Matrix clustering	112
Linear programming methods	113
Human factors	113
5. Working together: Flexible work groups and multi-skilling	117
The organizational challenge	117
Away from the traditional approach	118
Job rotation, job enlargement and job enrichment	118
Teamworking	122
Setting up teamworking	124
Solving the problems	125
Middle management	127
First-line supervision	128
Training	128

Organizational support	130
Different working teams at work	131
Autonomous working groups	136
Why an autonomous working group?	136
Experimenting with autonomous working groups	138
Features of autonomous working groups	147
Benefits and limitations of autonomous working groups	147
6. Well-planned buildings and premises	151
Siting the industrial enterprise	151
Different types of factory premises	151
Individual offices or open-plan offices?	152
VDU workstations	155
Artificial lighting and the VDU workstation	157
Assessing the environmental factors in VDU workstations	157
VDU workstations and techno-stress	158
Floors	160
Floors, falls and accidents	161
Direction-finding systems for identification of workplaces	162
Adapting worksites to workers with physical disabilities	164
Worksite accessibility for workers with disabilities	166
7. Strategic organizational issues	177
Total quality management (TQM)	177
A new approach to total quality	178
The two routes to quality management	178
ISO 9000: Systems and procedures	179
How to approach TQM	180
Implementing TQM	183
Just-in-time (JIT)	185
Implementing just-in-time	187
Technological change	189
The technology choice: Must it always be high tech?	192
Management objectives and technological change	195
Work organization and human-centred technology	197
Implementation guidelines	201
8. The next steps	209
Boxes	
2.1 Rating of perceived exertion (Borg's scale)	26
2.2 Ten guidelines on manual handling	27
2.3 Checklist for design of control room operators' work in nuclear power plants	34
2.4 Basic work-related needs relevant to job design	41
3.1 Checklist for evaluation of any visual environment	66
4.1 Important facts in AMT implementation	98
4.2 Planning and involvement in AMT implementation	99
5.1 Six questions to help in defining monitoring requirements	131
6.1 Checklist for assessing environmental factors in VDU workstations	158
6.2 Design guidelines for direction-finding systems	163
7.1 Basic advantages of just-in-time manufacture	186

7.2	Key messages for new technology introduction	191
7.3	Consequences of distancing and complementarity	200
7.4	Guidelines for exploiting the potential of new technology	202
7.5	The skills of the change agent	204

Case-studies

1A	ABB, Sweden	2
1B	Paper Products Ltd., United Republic of Tanzania	5
1C	The Hay Employee Attitude Study	7
1D	Lucas Aerospace Participatory Approach	8
2A	Construction work	32
2B	Anti-stress programmes	40
2C	Electronics assembly	46
3A	Work conditions and health issues in VDT use	72
3B	Ergonomic improvements through workers' involvement	74
3C	A packaging workstation: Lessons learned the hard way	75
4A	"Focusing" production in an electronic company	88
4B	Group technology at Northrop Aircraft	89
4C	Experimenting with Kanban techniques at 3M, Minnesota	90
4D	Integrated man-machine system at Detroit Diesel Allison in Indianapolis	94
4E	"Discrete" use of technology at a Toyota plant	102
4F	"Discrete" use of technology at the Tektronix plant in Oregon	102
5A	Introduction of job rotation in a factory producing plastic goods in the Philippines	120
5B	Job enrichment at Pechiney group - France	123
5C	Teamworking at Express Tanzania Ltd.	132
5D	Teamworking at Opel	134
5E	Semi-autonomous working group at Bharat Heavy Electricals Ltd. in India	139
5F	Autonomous working groups at SKF-D3 Plant in Gothenburg, Sweden	141
5G	High performance working groups at Digital Equipment Corporation	143
7A	Just-in-time: The philosophy of working properly	188
7B	Technology in manufacturing	194
7C	New technology in biscuit making	198

Figures

1.1	A healthy company and its main elements	9
2.1	Interactions in work redesign: Principles of ergonomics	13
2.2	Dynamic and static work muscular effort	21
2.3	Body part discomfort diagram	24
2.4	OWAS method: Classification of work postures	29
2.5	OWAS method: Action categories for work posture combinations	30
2.6	Factors involved in the perception and experience of stress	37
2.7	The job characteristics model	42
3.1	Effects of the working environment	50
3.2	Dimensions for the adult population in the United Kingdom	55
3.3	Indication of changes in workplace height for different types of work	57
3.4	Seat height for a work height of 105 cm	64
4.1	Approaches to manufacturing	83
4.2	The performance of different approaches to manufacturing	84
4.3	The elements of an MRP II system	86
4.4	The Kanban concept	91

4.5	The man-machine environment	95
4.6	The four steps to set-up time reduction	100
4.7	Identification of problem areas by reducing work-in-progress (WIP)	101
4.8	Precedence diagram of work elements	105
4.9	Allocation of 21 elements to 4 workstations	111
5.1	Job rotation: People move at predetermined intervals from one task to another	118
5.2	Job enlargement: Each person is given more tasks to perform, typically at the same level of work, so this is also known as horizontal enlargement	119
5.3	Job enrichment	121
5.4	The autonomous group and the devolution of responsibilities	137
6.1	Positioning of standard (non-VDU) workstations closer to the windows. VDU workstations are distributed in rows, but far from the windows. In all cases, workstations neither face nor back on to the windows	155
6.2	Distribution of VDU workstations and standard workstations when one set of windows faces south and two adjoining walls contain windows. Curtains may also be needed on the east façade	156
6.3	Recommended position of VDU and standard workstations when there is a profusion of windows in three façades	156
6.4	Occupational requirements checklist for workers with disabilities	165
6.5	Handrail dimensions for workers with disabilities	168
6.6	Ramp requirements for workers with disabilities	168
6.7	Entrance requirements for workers with disabilities	169
6.8	Parking spaces for workers with disabilities	169
6.9	Lifts (elevators) for workers with disabilities	170
6.10	Doors for workers with disabilities	171
6.11	Control units for workers with disabilities	173
6.12	Lavatory dimensions for workers with disabilities	174
7.1	Technical change: An organization's decision process	191
8.1	Designing for quality work.....	211

Tables

2.1	Initial task analysis	17
2.2	Processes used by people when doing jobs, and some points on how performance may be improved	18
2.3	Operator postures that will lead to health (and efficiency) problems	22
2.4	OWAS method: Action categories for work postures	31
2.5	Checklist of stress hazards	38
2.6	A framework for job redesign: Variables and propositions	43
2.7	Monitoring and intervention programme	44
3.1	Ergonomics design data and examples of their use	53
3.2	A workplace and work environment questionnaire	68
3.3	Part of a checklist used on an ergonomics training course for improving working conditions and productivity in small enterprises	71
4.1	Main areas of optional choice, by technical system	93
4.2	Robot applications checklist	96
4.3(a)	An example of "from-to" chart: Situation before change	104
4.3(b)	An example of "from-to" chart: Situation after change	104
4.4	Tabular representation of data in figure 4.8	107
4.5(a)	First stage of conversion	108
4.5(b)	Second stage of conversion	109

4.5(c)	Final stage of conversion	110
4.6	Matrix clustering	112
5.1	Management changes with teamworking	127
5.2	The changing role of first-level supervision	128
6.1	An example of a design process in which the social, human and environmental factors are considered	153
6.2	Traditional partitioned offices versus open-plan office	154
6.3	Floor characteristics	161
6.4	Testing of different floor covering	162
7.1	Contrasts in managing for quality	181
7.2	Applications of information technology relevant to business success	196