CONTENTS - VOLUME 1

Multi-level change – the case of Sweden Post Edström A, Abrahamson C

PREFACE

KEYNOTES	a laureanno
A systematic definition of ergonomics Martin Helander	3
Ageing and human skill: a tribute to Alan Welford Patrick Rabbitt	6
Ergonomics, quality and continuous improvement – Some current issues Jörgen Eklund	10
The Scandinavian approach in participatory ergonomics Per Langaa Jensen	13
1 ORGANIZATIONAL DESIGN AND MANAGEMENT	cts on quality spe next A Norm
1.1 MANAGEMENT AND EVALUATION OF ORGANIZATIONA CHANGES	ing manager vention in ag son M. Threat
Simulation game – Anthropocentric production planning Alstrup L, Kofoed LB	19
Kaizen based suggestion schemes – A tool for participation and improvement of working conditions and quality Axelsson JRC	22
Decentralized organizations – White-collar workers as production support Berglund M	25
Evaluation of "Office of the future". Presentation of a research project financed by the Swedish Council for Work Life Research Berns T, Klusell L, Rosenblad T	28
Power and leadership Buhanist P, Immonen S	31
Ergonomic contribution to organisational changes: a bottom-up approach case study in a process industry Carballeda G, Daniellou F	34
A case study on how to train and coach company instructors, and on how to make them sensitive to accident prevention in the field of goods handling Claessens L	37

40

Checklist as a tool for evaluating physical environment at hospital wards Engkvist I-L, Hagberg M, Wigaeus Hjelm E, Menckel E, Ekenvall L, PROSA Study Group	43
Participative reintegration of maintenance tasks into production areas Flachsenberg U, Wimmer R	46
Simulation games – the state of the art and the future Forssén-Nyberg M	49
The conceptual and practical transformation of facts into requirements Gallaway GR	52
Towards new ways of action – a case study Haavisto T	55
Making sense of organisational innovations. A cultural interpretation of improvement practices in two Swedish companies Holmberg R	58
Organisational change philosophies: isolated models or complementary strategies? Hägerfors A, Styhre A	61
Leadership and communication in managing change Immonen S, Buhanist P	64
Effects on quality of working life and economic factors using learning strategies for change Ingelgård A, Norrgren F	67
Helping managers to find a better compromise between coherence and relevance: an intervention in an industrial project Jackson M, Thibault JF, Daniellou F	70
Ergonomic information deployment for manufacturing systems design Jasiak AE	73
Organizational culture and organizational development: a case study in process industry Järvenpää E, Eloranta E	76
Change processes and their influence on the working environment Karltun J	79
Leadership and vision in a change process Kosonen K	82
Development of modular procedures for a Total-Quality-Management-System for enterprise-specific vocational trainings Krings K, Seiwert G, Flachsenberg U	85
Reengineering the company - a framework for avoiding major problems Lanning H	88
Creating a shared vision in a company group by benchmarking Pahkala S	91
How to develop team-based measurement systems in offices and administration Pankakoski M, Koivula A	94
Effective reengineering procedures to implement self-directed work teams Ruhnau J	97

Developing administrative work process in a service organization with the simulation game Ruohomäki V	100
The evaluation of change projects Salminen A	103
A comparison between changes in industry in the U.S. and South Africa Scott PA, Kleiner BM	106
Workplace safety measures – what can we say about what works? Shannon HS, Guastello S	109
Evaluating macro-ergonomic intervention through perception survey Simard M	112
Tailored simulation games for business process development; comparison of two cases Smeds R	115
Capturing organisational requirements in the development of military systems Strain JD	118
Evaluating intervention outcomes through experimental analysis of behavior Sulzer-Azaroff B	121
Project control with forward planning Teltumbde A	124
Learning to work in networks in subcontracting companies Toiviainen H	127
A Swedish industrial research program "Co-operative for optimization of industrial production systems regarding productivity and ergonomics" (COPE). Presentation of the program and the first case study Winkel J, Engström T, Forsman M, Hansson G-Å, Johansson Hanse J, Kadefors R, Laring J, Mathiassen SE, Medbo L, Ohlsson K, Petersson NF, Skerfving S, Sundin A	130
Contents and change demands of managers' work	133
Simulation aided planning game for the redesign of assembly structures Zülch G, Jonsson U, Rinn A	136
1.2 DESIGN AND ORGANIZATION OF PRODUCTION SYSTEMS	
Cooperative work: attempt to develop an analysis method in ergonomics Barthe B, Quéinnec Y	141
Design and display of control information to control automated assembly production Bishu RR	144
Virtual assembly planning Bullinger HJ, Richter M, Heger R	147
The use of quality management methods in developing network of enterprises Carayon P, Coujard J-L, Tarbes J	150
Concurrent engineering in practice: towards a typology of cross-functional integration Couchman PK, Badham R, Zanko M	153

Quality, like beauty, is in the eye of the beholder Day MC	156
A model balancing the flexibility in computer integrated manufacturing with low cost Dizdar EN, Keskinkilic I, Erol Y, Kurt M	159
An ergonomic approach for use of robots in flexible manufacturing systems Dizdar EN, Kurt M, Sisman A	162
The organizational ergonomics model of concurrent engineering: a revised model for the electronics industry Duffy VG, Salvendy G	165
The use of level of automation as a means of alleviating out-of-the-loop performance problems: a taxonomy and empirical analysis Endsley MR, Kaber DB	168
Empirical analysis and assessment of automotive assembly work: an analysis procedure for work efficiency and ergonomic aspects Engström T, Medbo L	171
Meeting future requirements for planning and production Eversheim W, Haufe A, Kölscheid W, Walz M	174
Natural GOMS language for assembly: a manual assembly time prediction model Fish LA, Helander MG, Drury CG	177
Ergonomics oriented to processes becomes a tool for continuous improvement Getty RL, Cohen JA	180
Productivity enhancements using ergonomics methodology: a case study of train drivers Goonetilleke RS, Shih HM, So RHY	183
Inspection training: selection of the appropriate training delivery system Gramopadhye AK, Harper M	186
Retrospective approach in organizational design and management Hajnal CA, Taveira AD	189
Human centered development of information systems and decision aids in advanced air traffic management and flight management systems Hansman RJ, Vakil SS	192
Human factors in the HIPS assembly system concept Heilala J, Voho P	196
Observations, diaries and communication networks revealing the true nature of managers' jobs Immonen S, Järvenpää E	199
Level of automation and adaptive automation effects on performance in a dynamic control task Kaber DB, Endsley MR	202
Level of automation for minimizing human out-of-the-loop performance effects on quality Kaber DB, Endsley MR, Cassady CR	205
Interactive task support in Finnish assembly industry Kasvi J, Nieminen M, Pulkkis A, Vartiainen M	208

Sociotechnical systems theory as an organizing framework for both ergonomics and TQM Kleiner BM	211
Defensive reasoning and routines as obstacles for collaboration and communication. A case study of a small manufacturing company Kuittinen M	214
Utilization of working-in-groups for restructuring production processes: experiences from three countries Lantz A, Friedrich P	217
Human integrated production system Meriläinen O	220
Effectiveness of hybrid inspection in manufacturing: a laboratory study Mital A, Govindaraju M, Subramani B	223
Memory load and decision aids in inspection of silicon wafers Moclair F, Gallwey TJ	226
Production ergonomics in car manufacturing. Evaluation of a model to achieve a good ergonomics result in existing production and in alteration work Munck-Ulfsfält U	229
Professional dyadic relationships in organisations: a method for modeling and analysis Nousiainen M, Järvenpää E	232
Intelligent strategies for quality in the human actions of industrial organizations Paladini EP	235
Quality and productivity with management of work environments Paladini EP	238
The relationship between the man and the computer: interaction, substitution or maintenance? Paladini EP	241
The preconditions for teamwork among industrial workers of different ages Pitkänen M, Nygård C-H, Arola H, Manka M-L, Huhtala H, Palokangas H	244
Work conference – a transgression tool for grouplike organization Pulkkis A, Vartiainen M, Laitinen M	247
Quality control principles and their relationships to ergonomics Riley MW, Bishu RR	250
Horizontal and vertical information flow in a functional organization in process industry Seppänen L, Järvenpää E, Virtaharju J	253
Supply chain issues in the fast-moving consumer goods industry Siemieniuch CE, Sinclair MA, Waddell FN	256
Supply chains, information, and job design - some ergonomics implications for quality Sinclair MA, Siemieniuch CE	259
Ergonomics and quality – a behavioral cybernetic analysis Smith TJ	262
A method for job design in concurrent engineering Stahl J, Luczak H	265

TEAM – An approach for optimization of hybrid automation Stahre J, Johansson A, Axelsson S	268
Supervisors' views of their crews and the level of team work in paper industry Teperi A-M	271
Dynamic relationships – another side of team performance Tuominen E	274
Complementary interaction of humans and machines in highly automated production systems – KOMPASS and TEAM Waefler T, Johansson A, Grote G, Stahre J	277
Driver response to automated vehicle control Ward NJ	280
Collective action regulation, common task orientation, and common objectifications in advanced manufacturing systems Weber WG	283
The effects of change on communication networks in an expert organization Virtaharju J, Järvenpää E, Seppänen L	286
1.3 PARTICIPATION AND TRAINING	
General introduction to the symposium: Aims, context, concepts, methods, practices and problems Abrahão J, Berthelette D, Desnoyers L, Ferreira L, Jobert G, Lacomblez M, Launis K, Leppänen A, Maggi B, Montreuil S, Patesson R, Paumès D, Teiger C, Vogel L, Wendelen E	291
The flexographic printing: a contribution of the work ergonomic analysis in the development and transmission of skills Barros C	294
Training and development strategies for ergonomics in the company: towards specific intervention conditions? Béguin P	297
Implementation evaluation of an occupational health and safety program Berthelette D, Desnoyers L, Gourde D, Authier M	300
Hypermedia and problem-driven learning at work Binder T	303
Formative evaluation of the implementation of a participatory ergonomics programme carried out by local occupational health team Bouchard P, Gilbert L, Montreuil S, Galipeau S, Patry L	306
Critical analysis of safety training for drivers of goods vehicles Bourachot E, Germain C	309
Why is it difficult to embed employee participation in the factory practice? Buhl H	312
The contribution of a group of workers to occupational learning Chatigny C, Montreuil S, Teiger C	315
Technology management and the participation in organizational change	318

Studies of the connections between ergonomic work analysis and the analysis of incident situations for the training of staff representatives Cottura R, Gaudart C, Guyot S, Prunier S, Pueyo V, Liehrmann E	321
Elaboration of a detailed course programme in safety during tyre mounting: contribution of ergonomic analysis of work Cunha FB	324
Is the trade union moving from a role as negotiator towards a role as an advisor in matters of work environment? Daugaard G, Wissing P	327
Conscienceness raising, information and training in manual lifting at the hospital Dohogne T, Schrijvers P, Joossens J, Lahaye D	330
Ergonomic work analysis and knowledge of CAD operators in the garment industry Duarte F, Moreth B	334
Which involvement of trade-unionist actors in the ergonomic intervention? Étienne P, Négroni P, Herve JB	337
Workers representatives ergonomics, participative actions and changes in the management Étienne P, Négroni P	340
The maintenance activity in the tyre industry: an ergonomic approach of the decision strategies towards a training proposal Fernandes Torres MI	343
An experience of ergonomics training for union works Ferreira LL, Iguti AM, Donatelli S, Vezzá F, Schlithler C, Abrahão J	346
Learner centered training. Design of training tools in virtual reality Frejus M	349
Strategies and infrastructures for integration of occupational health and safety Management – A comparative study of Australia and Sweden Frick K	352
CHSCT expert reports: an opportunity for the CHSCT and staff to appropriate another view of work Guillon F	355
Management concepts and working conditions – in a Danish context Hagedorn-Rasmussen P	358
Towards a framework for participatory ergonomics Haines H, Wilson JR	361
A critical evaluation of bottom up strategies in participatory ergonomics Hasle P, Limborg HJ, Hvenegaard H, Bruvik-Hansen A	364
A training in weight handling based on an ergonomic work analysis Hertsens P	367
Better working environment through learning and participation in technological changes Jensen LP, Kofoed LB, Rosenorn TU	369
Cooperative work design in Austrian sheltered workshops – an action research project Jungwirth Ch	372

Integrated management of health & safety and environment – perspectives for participation Kamp A	375
A design framework for cooperative telelearning Khalid HM, Helander MG	378
Beyond participation – Social influence on information technology and work environment Koch C	381
Prevention of risks from exposure to blood Lapeyrière S, Decelle D	384
Work units and coping with changes: modes of action Launis K, Niemelä A-L, Kantola T	387
Production technology, organizational characteristics, conceptual mastery of work, and job satisfaction in paper production Leppänen A, Teperi A-M, Tuominen E	390
Contribution to the analysis of quality control in cork industry Monarca A	393
Evaluation of an ergonomics training programme for VDT users Montreuil S, Brisson C, Punnett L	396
An activity theoretical approach to psychosocial work environment in work stress research Mäkitalo J, Launis K, Palonen J, Korhonen M	399
Challenge to comfortable factory: concept of ergofactory and participation Nagamachi M	402
New ways for working environment issues through participation and integration? Nygaard E, Pleman A, Møller N	405
Conception as educational practice Pèlegrin B, Martin A, Faïta D	408
The role playing games as an educational tool: a cognitive approach Quintella S, Fialho FAP	411
Integrated management of OHS and environment – Consequences of the national authorities' regulatory strategies Rasmussen BH	414
Technical and pedagogical factors in participative change processes in material flow chains. A frame for ergonomic improvements in work conditions Rislund C, Örtengren R	417
Results of an investigation about the use of ergonomics by occupational risk prevention officers Rocher M, Chesnais M	420
Training and education for prevention in workplaces. A case study in the services sector Rulli G, Maggi B	423
Work analysis in a paper storehouse: the changing of skills and skills towards change Santos M	426

The effects of training on immediate and long-term skill retention in a process control task: applications to extended spaceflight Sauer J, Hockey G R J, Wastell D	429
Participative management through employee perception survey: case study Simard M	432
New technologies & needs for cognitive training Simões A, Carvalhais J	435
Worker's contribution to health surveillance in the workplace: Sindnova's "risk profile" Stanzani C, Magnavita N, Carbone A	438
Who knows best? Participation at work and sociotechnical theory Strain JP	441
Preventing musculo-skeletal disorders in the firm by training people in Ergonomic Work Analysis (EWA) Teiger C, Frontini J-M	444
The subjacent theories in training programs evaluation Valverde CJL	447
A participatory ergonomic approach to the redesign of scaffolders' work van der Molen HF, Vink P, Urlings IJM	450
The process of improving productivity by worker participation Vink P	453
1.4 ORGANIZATIONAL DESIGN AND QUALITY OF WORKING LIFE Concept and motivation instrumental means of operators of production information technologies	459
Asherov A, Yakimchuk P	
Humans in the information society – from batch processing to network computers Bradley G	462
Work organization interventions for improving quality of working life Carayon P, Haims MC, Suh H	465
Operational requirements of community ergonomics in turbulent American inner city environments Cohen WJ, Smith JH, Derjani Bayeh A, Smith MJ	468
Technology and the diffusion of community Dray SM, Siegel DA	471
A macro-logical study on the middle and senior management aspects Ebukuro R	474
Job satisfaction and life satisfaction of paced and unpaced job workers Gregov Lj, Manenica I, Prorokovic A	477
Working in the good information society Holm P, Ljungberg J	480
Forum theatre as a method for increasing awareness of social settings and as a basis for improvements Hägerfors A	483

What work conditions do to efficiency Ivergård T, Höijer C	486
Measurement of organizational culture in different cultural contexts Järvenpää E, Martinsuo M	489
The technological construction of reality: communication and information technologists as new utopians Keenan JJ	492
Cross-cultural program and project management Kleiner BM, Bourgeois JP, Kurstedt PS, Jones JM	495
Empirical studies of macroergonomics and sociotechnical systems theory Kleiner BM	498
Models of healthy work organizations Lim SY, Murphy LR	501
Assessing and promoting healthy work organizations Lindström K	504
A study on human-oriented manufacturing system (HOMS): measurement of workers' satisfaction by psychological and physiological information Matsunaga H, Nakazawa H	507
Development of the model for work humanization Molan M, Molan G	510
Characteristics of healthy work organizations Murphy LR, Lim S-Y	513
Is technology listening? – Creating requisite variety by listening Pihlajamäki K	516
Impact of distributed teams on organizational effectiveness Robertson MM, Endsley MR	519
Total quality management and quality of working life in a public sector organization Sainfort F, Carayon P, Smith MJ	522
Methods of cybernetic analysis for engineering and management of American communities Smith JH, Smith MJ	525
Informatization plus taylorist principles generate loss of quality, productivity and CTD epidemia Sznelwar LI, Arbix GT, Zilbovicius M	528
1.5 SHIFT WORK	
Cooperative management of alertness variations during night and day shifts Andorre-Gruet V, Barthe B, Quéinnec Y	533
Effects of workload level and eight- versus twelwe-hour workday duration on test battery performance Bendak S, Macdonald WA	536
Night work and alternate shift-work de Oliveira CRB, Moro FBP, Gomes G, Bins Elv VHM	539

Management of home life in shift workers Hiraga M	542
Health counselling on individual coping strategies to reduce sleepiness in shift work Härmä M, Kervinen V, Sallinen M, Lundelin T, Toppila M	544
The 2-4 hour shift phenomenon: does it exist? Megaw T	547
Can a short napbreak improve alertness in a night shift? Sallinen M, Härmä M, Åkerstedt T, Rosa R, Lillqvist O	550
1.6 MISCELLANEOUS	
Enhancing future work places by bringing experience into design Aase K, Wulff IA	555
Topical problems of ergonomic design of production information systems at enterprises in the Ukraine Asherov A	558
Computer based monitoring of the operator reliability in shift rotation during the individual work year Bobko N	561
Cognitive function analysis: an example of human-centered re-design of a flight management system Boy G	564
Feedback control principles applied to long-term information technology use in organizations Caldwell BS	567
Ergonomics and work organization in industrial projects: a proposal to the collective feed da Costa Proenca RP, dos Santos N	570
Is it possible to take advantage of the product structure to improve shop floor ergonomics? Work characteristics of collective working in long cycle time assembly systems Engström T, Medbo L	573
Indicators of life quality at work: aspects and implications at manufacturers with ISO 9000 certificate França ACL	576
Emotional ergonomics Godoi CK, Fialho FAP	579
Changing mode of production as a challenge for communicative learning Heiskanen T	582
Problems in expanding the methods of building a networking cell: case of a Finnish engineering workshop Klemola S	585
Business process reengineering – Can a management strategy improve the working environment? Koch C	588

Learning to survive Koistinen K, Kangasoja J	591
Analysis of the effective way of teaching ideographic language by using eye movements Konosu T, Jimbo Y, Shigematsu J, Fukuda T	594
Measuring the organization's attitudes towards quality improvement with SQT – method Korsman U, Laukkanen S	597
Possibility of practical realization of a current ergonomic renewal of a production system Mateja BE, Pacholski LM	600
Macroergonomics in a complex perspective Milito C, Gontijo L	603
Alienated worker versus life quality Moiseichyk AE, Marqueze MA, Fialho FAP	606
Scheduling production with disjunctive constraints Noronha AB, Ribeiro CM, Ferreira Ribeiro JF, de Oliveira MMB	609
The evaluation of impact forces for ergonomic and quality measurables O'Reilly A, Kilduff HR, Bart C, Vitek M	612
Work requirements and work organization in an automated process control room from a Brazilian oil refinery Paraguay AIBB	615
Responsiveness to visual and auditory stimuli during experienced sleepiness Sallinen M, Lyytinen H, Härmä M	618
Institutional diagnosis in support of investigation and behavioral change in Process Management Saraiva LM, Juliatto D, Sabino N, Possamai O, Selig PM	621
Cognitive & cultural ergonomics: a qualitative model to re-frame cognitive mapping and improve the success of cross-cultural collaboration Secter M	624
Enhanced communication of knowledge through information technology: the EasyKit project Såmmé J	627
The psychological contract and the shop floor workers in one Finnish textile enterprise Tuuli P	630
Self-design organization: optimising organisational structure through improvement process Varvakis Rados GJ, Caro MHN, Selig PM, Possamai O, Sabino N, Dias PM	633