

## 21. Work organization/stressors - time issues



What do you notice about:

Note: For background information, see other side.

- time constraints?

- breaks/rest periods?

- overtime?

In conclusion, the current situation

is acceptable

needs improvement

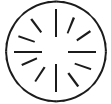
What *specific* improvements can be made?

Should we analyze the situation or the proposed solutions in more detail?

no

yes - more detail on other side





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We looked at ...	Why be concerned? (consequences)	Recommendations
<b>Time constraints</b>	Time constraints lead to: <ul style="list-style-type: none"> <li>• Going beyond one's physiological limits more often</li> <li>• Local and general fatigue</li> <li>• Increased chance of incidents</li> <li>• Quick and abrupt movements</li> <li>• Increased effort</li> <li>• Sustained work without breaks</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt organization and technical procedures to limit the frequency of rush situations</li> <li>• Assign tasks so that help can be available in rush situations</li> <li>• Assign a set of tasks to a group of people</li> <li>• Avoid factors that increase the work pace, particularly:               <ul style="list-style-type: none"> <li>- tight or frequently changing deadlines</li> <li>- constant electronic monitoring of productivity</li> </ul> </li> </ul>
<b>Breaks/rest periods</b>	Lack of regular breaks or rests leads to: <ul style="list-style-type: none"> <li>• Poor posture and slower pace of work</li> <li>• Local and general muscular fatigue</li> <li>• Unco-ordinated breaks</li> </ul>	<ul style="list-style-type: none"> <li>• Studies say letting individuals choose when they need breaks reduces musculoskeletal injuries but not output</li> <li>• For heavy work: Mandatory breaks spread throughout the day</li> <li>• For moderate mental and physical effort:               <ul style="list-style-type: none"> <li>- a 10- to 15- minute morning and afternoon break</li> </ul> </li> <li>• When the pace is set by a machine:               <ul style="list-style-type: none"> <li>- a 3- to 5- minute break every hour</li> </ul> </li> </ul>
<b>Overtime</b>	Working overtime leads to: <ul style="list-style-type: none"> <li>• Local and general fatigue</li> <li>• Increased effort</li> <li>• Slower reaction times</li> <li>• Increased risk of incidents</li> <li>• Poorer performance and productivity</li> </ul> And, over time, a higher chance of: <ul style="list-style-type: none"> <li>• Isolation from family and friends</li> <li>• more injuries in general and MSIs in particular</li> <li>• poor life-work balance</li> <li>• weight gain</li> <li>• job strain/toxic stress</li> </ul>	<ul style="list-style-type: none"> <li>• Have enough staff on hand to cover production or activity peaks</li> <li>• Reduce overtime:               <ul style="list-style-type: none"> <li>- hire extra staff during extra busy production periods</li> <li>- modify the job design (e.g. going from 2 to 3 positions etc.)</li> </ul> </li> <li>• Upon hiring, warn of the likelihood of overtime</li> <li>• Give plenty of advance warning when overtime will be required</li> <li>• Increase the length of the work day rather than the number of work days per week (but avoid going to more than 10 hours a day regularly)</li> </ul>

Translated and adapted from SOBANE materials, available at [www.sobane.be/fr/tms\\_obs.html](http://www.sobane.be/fr/tms_obs.html)

