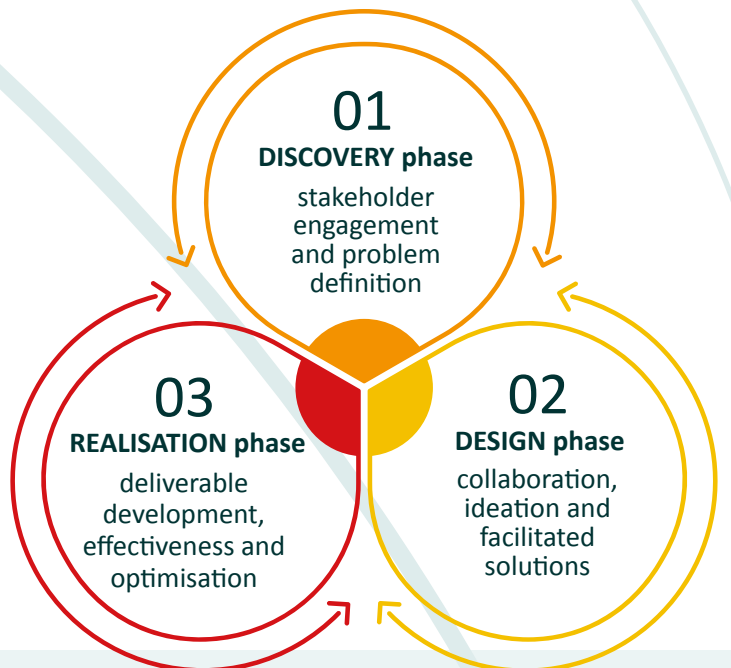




GOOD WORK DESIGN



Explore the theory of Good Work Design, where workers are facilitated by human factors professionals or other specialists in work design, encouraged by management, supported by the organisation, and educated by qualified experts to contribute to the design of their work. The goal is to realise business objectives while optimising human health and performance.



GOOD WORK DESIGN...

IS



- A framework for undertaking workplace (re)design.
- Human-centred.
- Propped by human factors and ergonomics approaches.
- Regenerative because it builds design capability (skills and resources) and capacity (ability to host and support design projects) throughout the organisation and the supply chain.

APPRECIATES



- The evolutionary and ecological aspects of variable human performance.
- The 'just right' balance of 'joy work' and 'work-work'.
- 'Design-in-use' or the applications and spontaneous adaptations of work design in business.
- The role of humans in highly automated systems.
- That the design process is as important as the outcomes.
- The positive emotional experiences associated with creation through design versus the fear associated with needs to contain all that can go wrong.

NEEDS



- Facilitation by a work design strategist.
- Support by subject matter experts.
- Collaboration with 'conventional' designers.
- Resilience engineering strategies to inform and test work designs.
- Access to successful 'work arounds' or 'near rights' (versus 'near misses') to leverage on design-ready changes.
- Systems of transparent and defensible decision-making in work governance.

DOES



- Reconcile the varieties of human work.
- Design for diversity.
- More than 'consider business needs'; it realises business objectives in a competitive, pioneering and sustainable manner while maintaining and promoting worker health and performance.
- Involve discovery, (iterative) design and realisation of good work.
- Implement effective change management practice to test ideas, manage iterative trials and launch progressively larger and more ambitious design campaigns throughout an organisation or cross-industry.
- Address safety-critical, material, unwanted, high-consequence and other types of unfavourable events (what is not wanted) but also focuses on design for what is wanted for human performance across a spectrum of needs.
- Prospect new design opportunities on an ongoing basis.
- Tolerate a degree of fallibility to promote innovations.
- Focus on storytelling to promote shared learning and tacit knowledge in a business.
- Enable cross-industry learnings and continual insights about a changing world of work.
- Celebrate design successes in a resounding way.

CREATES



- A visibly human-centred organisation.
- Unified business strategies among departments.
- Positive experiences of work, the effects of which extend beyond work.
- A sense of coherence, meaning and manageability to work.
- A culture of innovation.
- Design that either works well or stands out because it is magnificent.
- Tacit knowledge about design to enable self-efficacy while building confidence to ideate, experiment and innovate design-related change in supported or structured ways.

GOOD WORK DESIGN

This work design framework was outlined by Elise Crawford, Sara Pazell and Nektarios Karanikas from Australia for their paper presented by Elise Crawford at CIEHF's Ergonomics & Human Factors Conference 2023. It is extracted from an article 'Working for a Better Tomorrow', published in *The Ergonomist*, No 592, June 2023.

