

Administrative Improvements

Administrative improvements include changing work practices or the way work is organized. Administrative improvements require continual monitoring by management and employee feedback to make sure the improvements are effective.

Provide variety in jobs

There are a couple of ways to increase variety in jobs. *Job rotation* means rotating employees through different jobs. *Job enlargement* means increasing the variety by combining two or more jobs or adding tasks to a particular job. To be effective, both improvements rely on changing jobs and tasks so that they differ in the:

- Muscles or body parts used
- Working postures
- Amount of repetition
- Pace of work
- Amount of physical exertion required
- Visual and mental demands
- Environmental conditions

Adjust work schedules and work pace

New workers who are not used to the physical demands of the job or those returning from long absences should be gradually introduced to a normal work pace and workload like an athlete in spring training.

Provide recovery time

Recovery periods (i.e., muscle relaxation periods) can help prevent fatigue and injury to muscles. Several short breaks can reduce the frequency and duration of physically demanding activities. Ask employees for their ideas for the best rotation or break schedules to reduce the physical demands of their jobs. Their suggestions can help you integrate the physical demands of jobs with the environmental and organizational demands of the workplace.

Modify work practices

Pay close attention to how the work is being performed. Employees should be encouraged to be comfortable, change positions, and stretch during work periods. The human body is stronger, more efficient, and less prone to injury when work is performed in *midrange* postures and within the *power zone*.

Midrange postures mean postures in which the joints of the neck, back, legs, arms, and wrists are not bent in extreme positions. The *power zone* is above the knees, below the shoulders, and close to the body. The principle of the *power zone* is that in this area workers have the greatest power to perform heavier work tasks with less bending, stooping, or reaching.