

**Ergonomic assessments – A Must  
for Successful Design of Workplaces  
and Industrial Processes**

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Millstatt, Austria*

# Agenda

7. Conclusions

1. The need for ergonomic job design

6. Validation

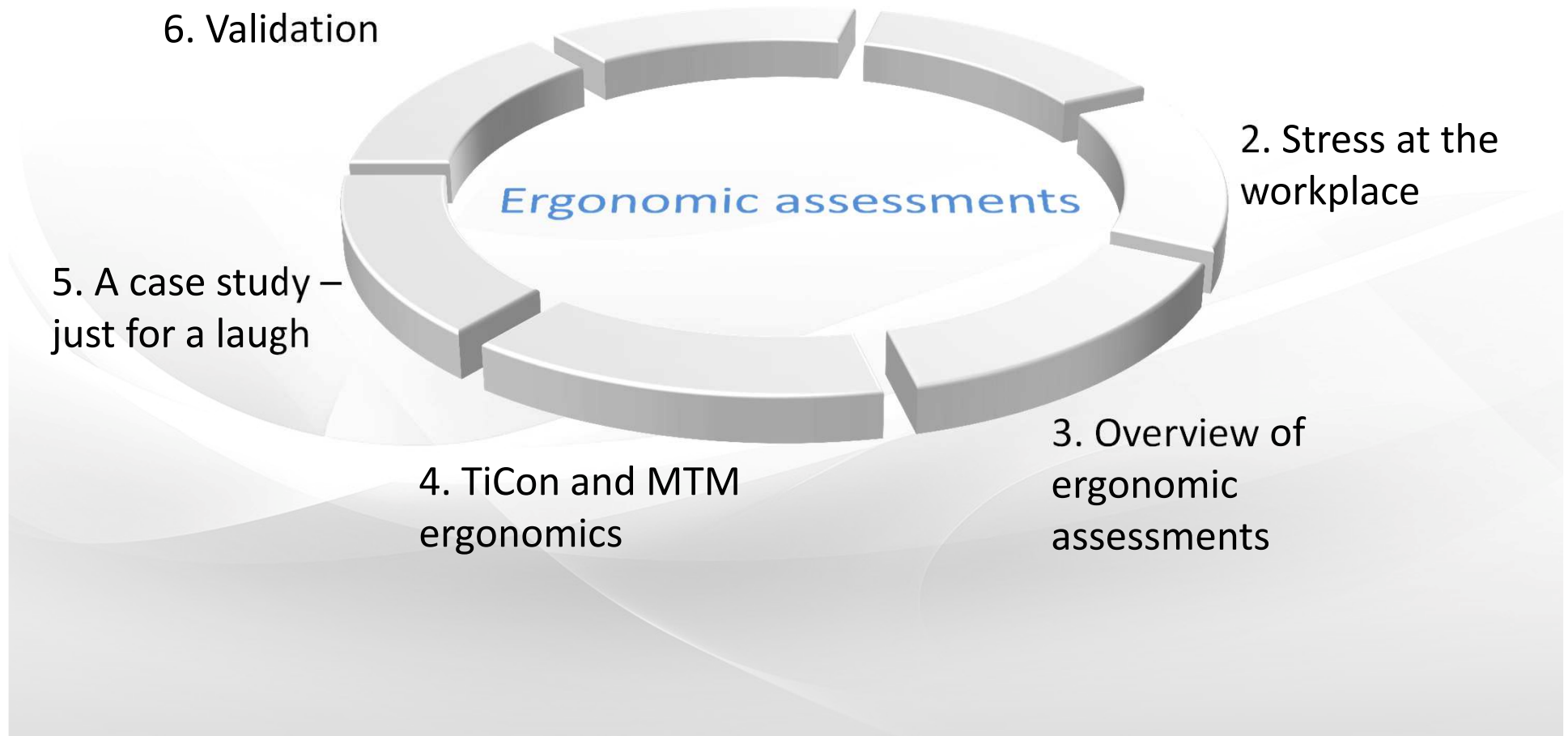
2. Stress at the workplace

*Ergonomic assessments*

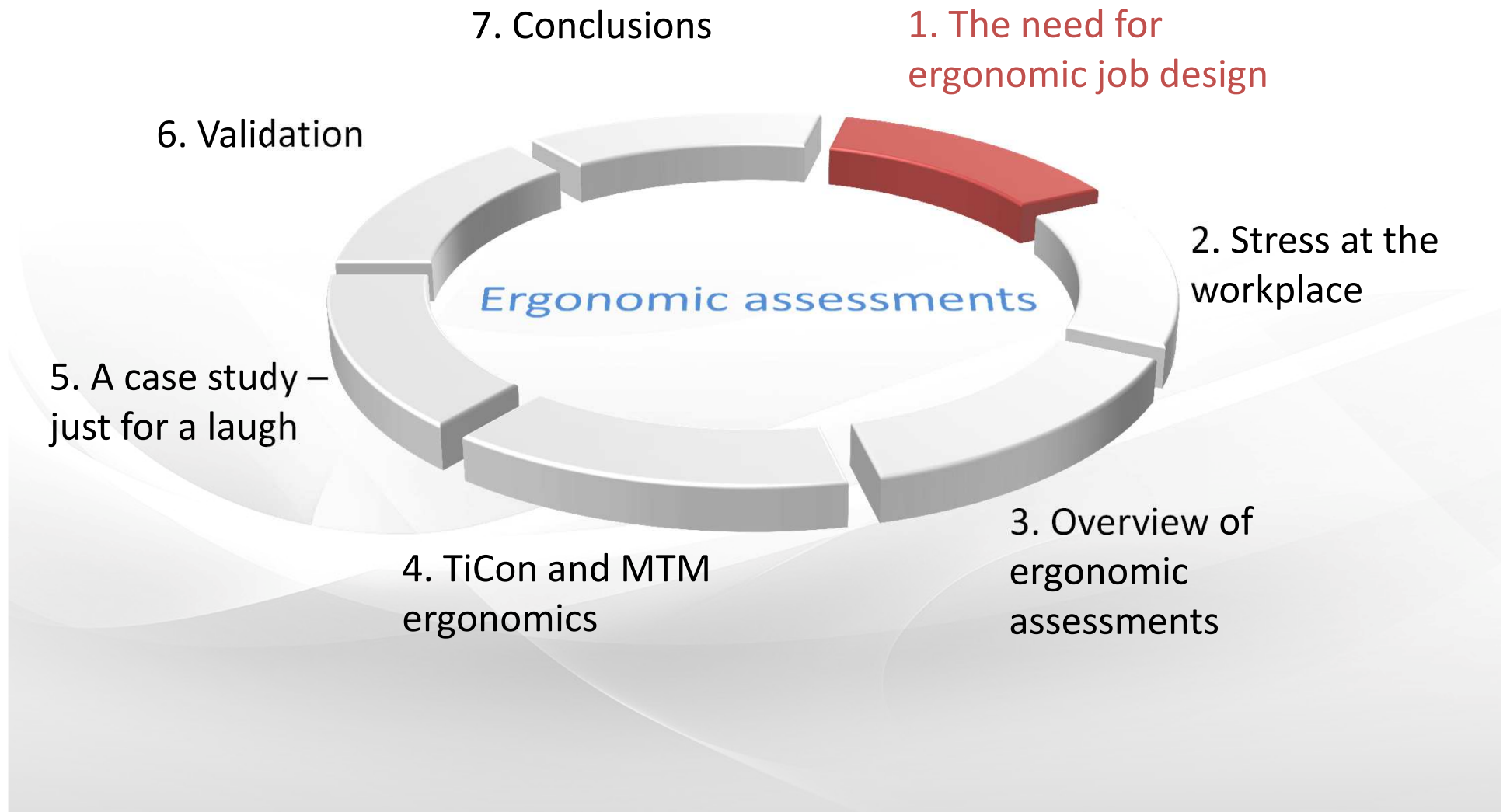
5. A case study – just for a laugh

3. Overview of ergonomic assessments

4. TiCon and MTM ergonomics



# Agenda



## A recent case that occurred during reorganization of an insolvent automotive component supplier:

- Objective of insolvency administrator: increase in productivity by further improvements in worker performance
- “Tarting up the bride” to make the company attractive to a purchaser



- Our mission: to cut cycle times from 29 s to 24 s
- Average **age** of manual workers: **46 years**
- What is going to happen to those workers 10 years from now if the planned productivity increase is achieved?

Cycle time 12 seconds →  
at the age of 60 years?

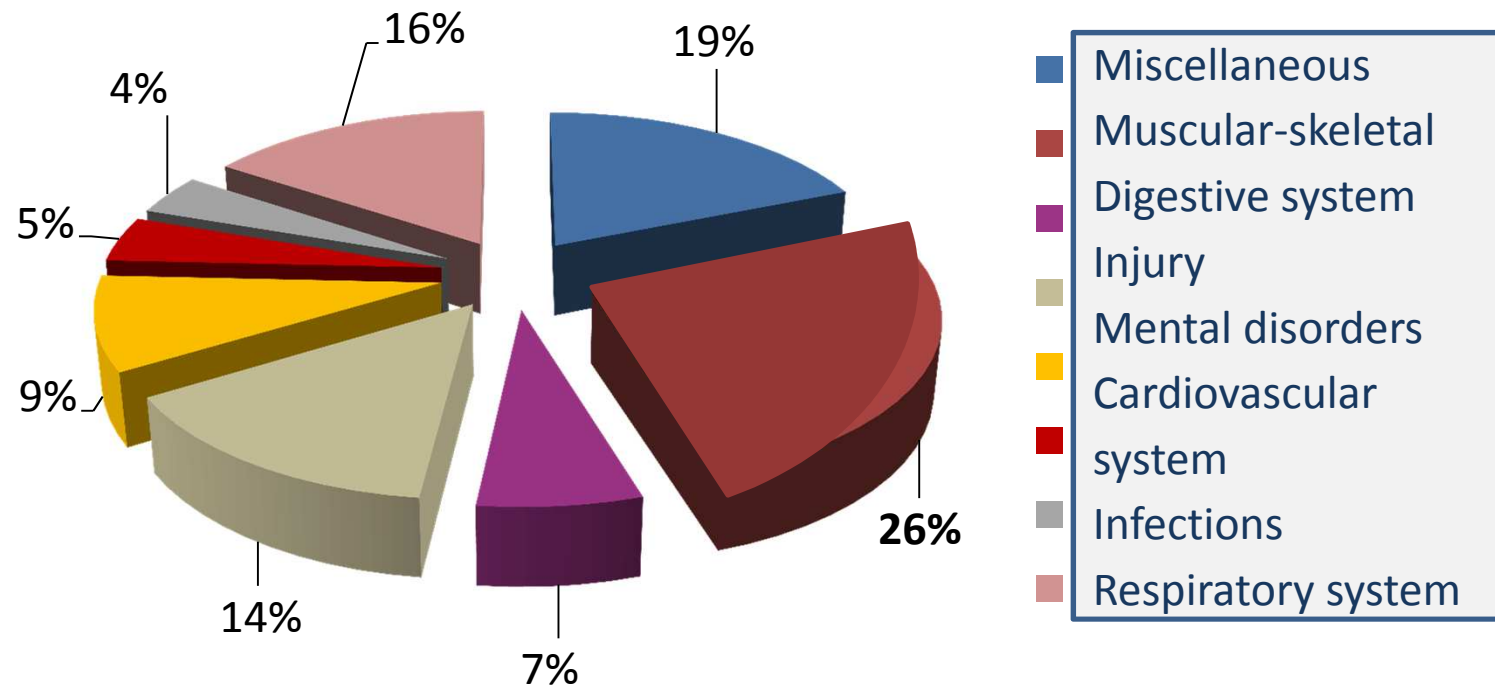
- We don't think it's a good idea to use ergonomics for the sole purpose of increasing productivity
- It makes it difficult to keep older workers in employment
- It does not guarantee sustainability
- Although a buyer was found for the "tarted-up bride", that buyer soon found himself faced with serious problems



## This study shows that.....

- Overbidding your hand (to use a card-playing expression) by cutting down cycle times
  - will not yield sustainable results
  - hinders employment of **older** workers
  - is not compatible with our understanding of the relationship between productivity and ergonomics

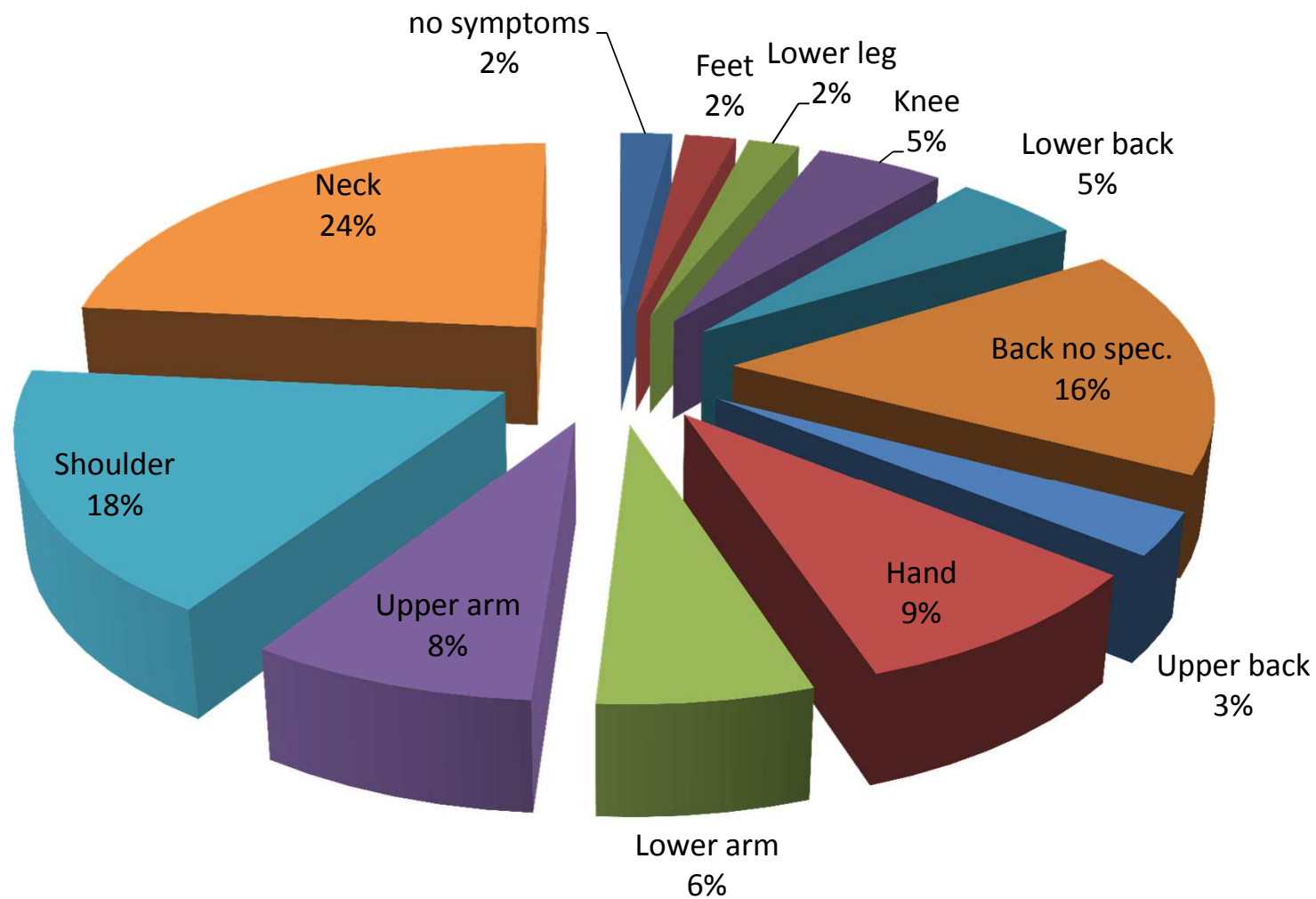
# Most frequent types of industrial diseases in Germany (as % of total days lost through sickness\*)



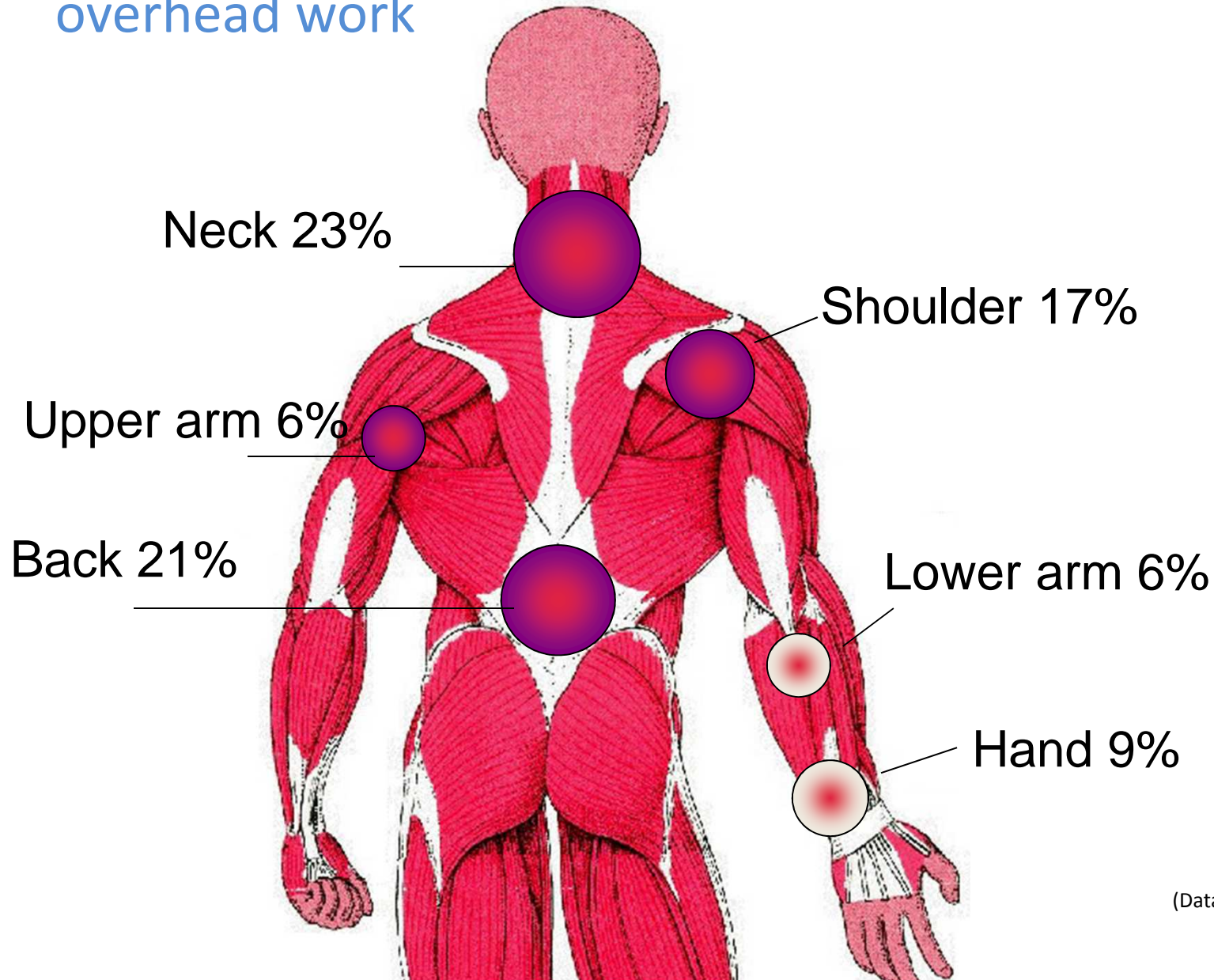
\* \* of compulsorily insured BKK employees  
Source: BKK Health Report 2010



## Percentage distribution of symptoms in overhead work



# Symptom pattern in predominantly overhead work



(Data: G. Winter)

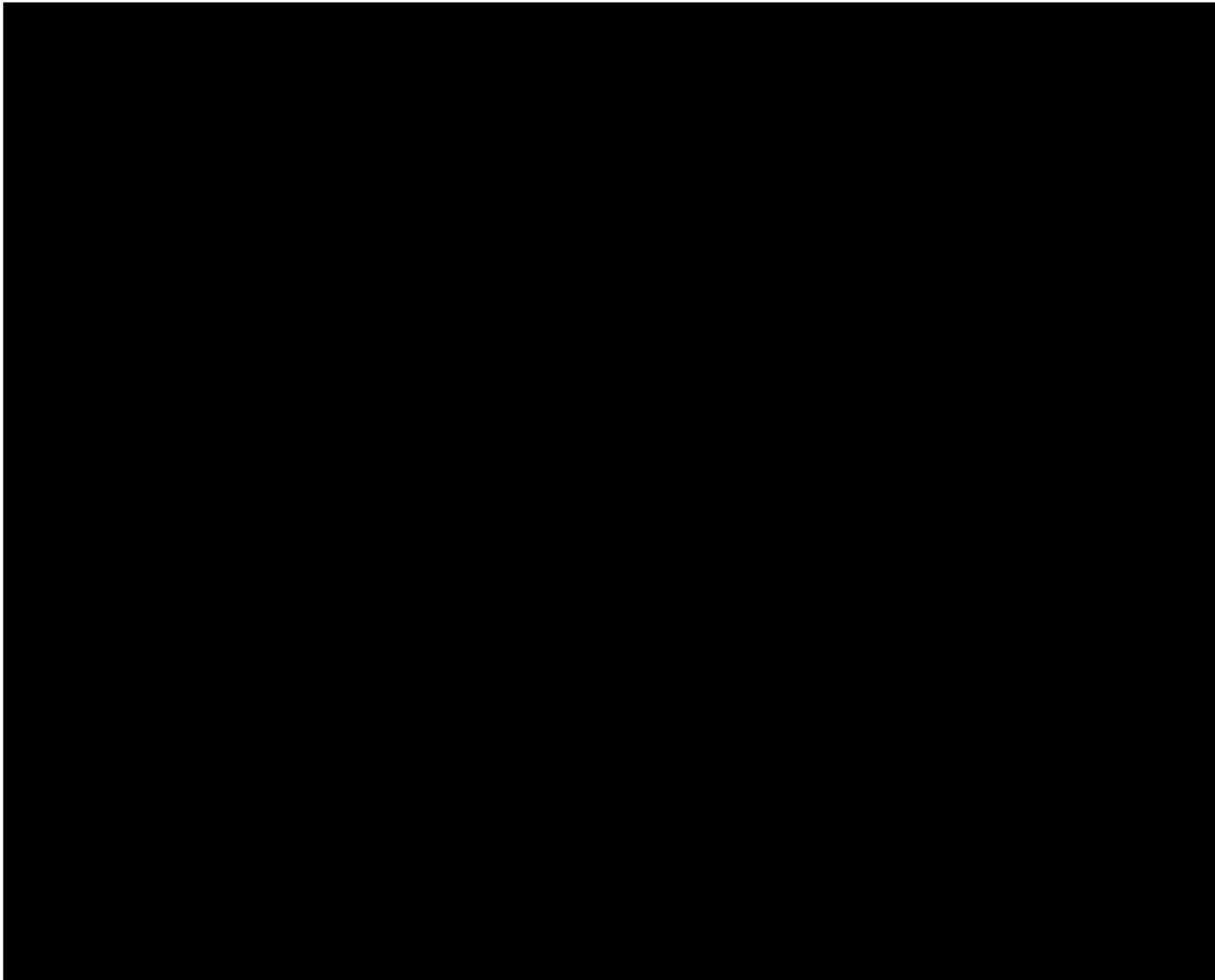
# Pro-active design on the product.... normally yields the best results



Changes in gas spring design



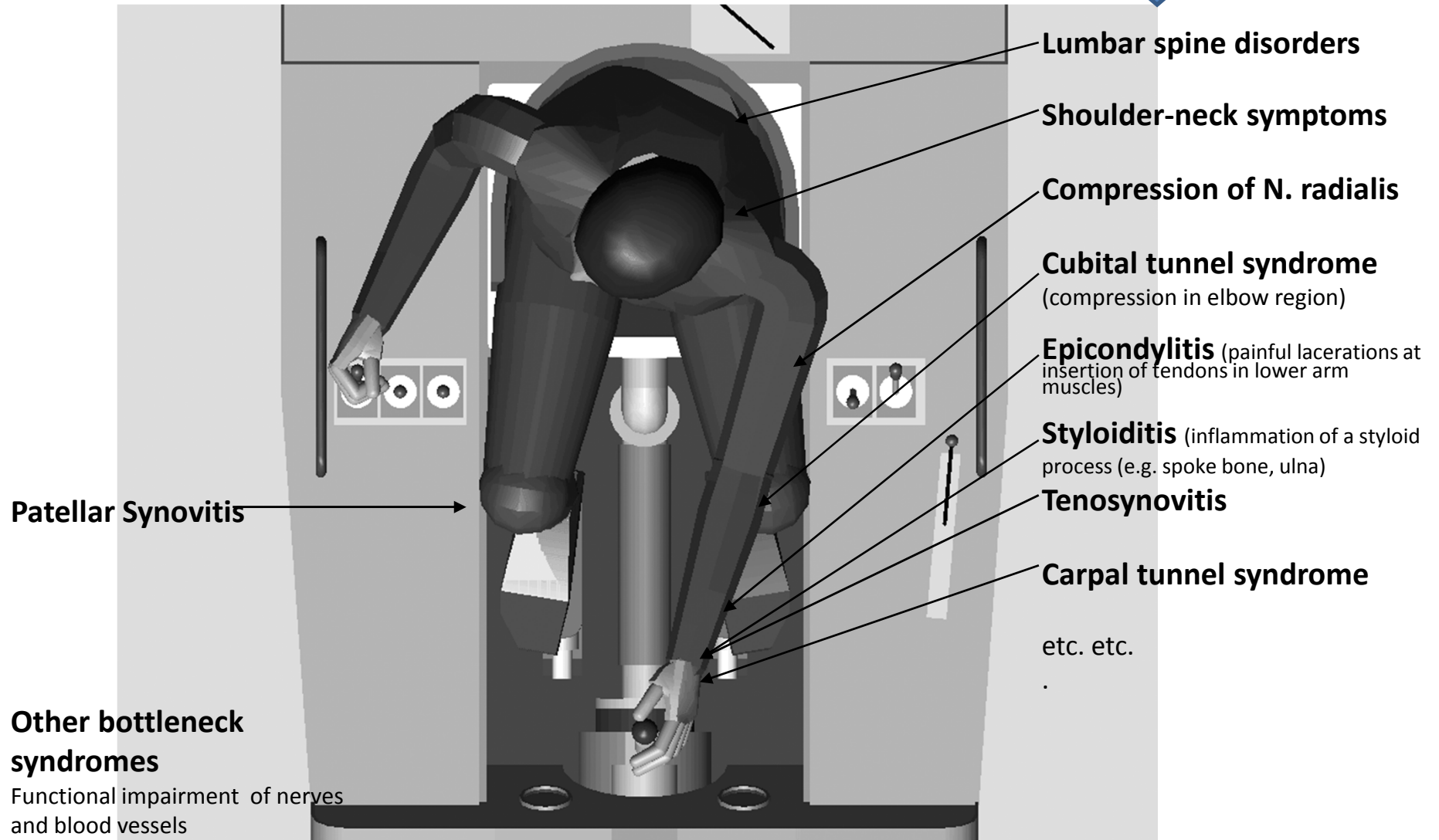
# Faults at product design stage



Component supplier to German automotive industry: Assembling an outside mirror  
landau@ergonomia.de

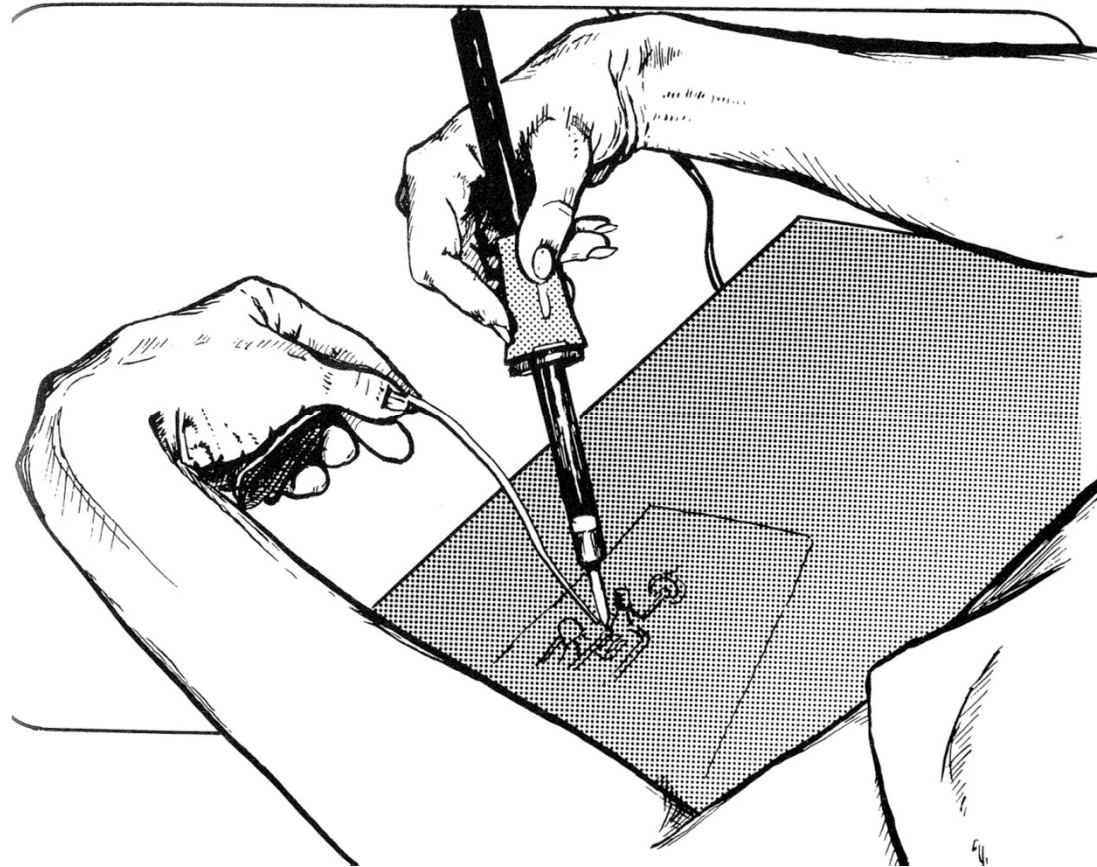
# Example: forklift

Nothing is impossible .....



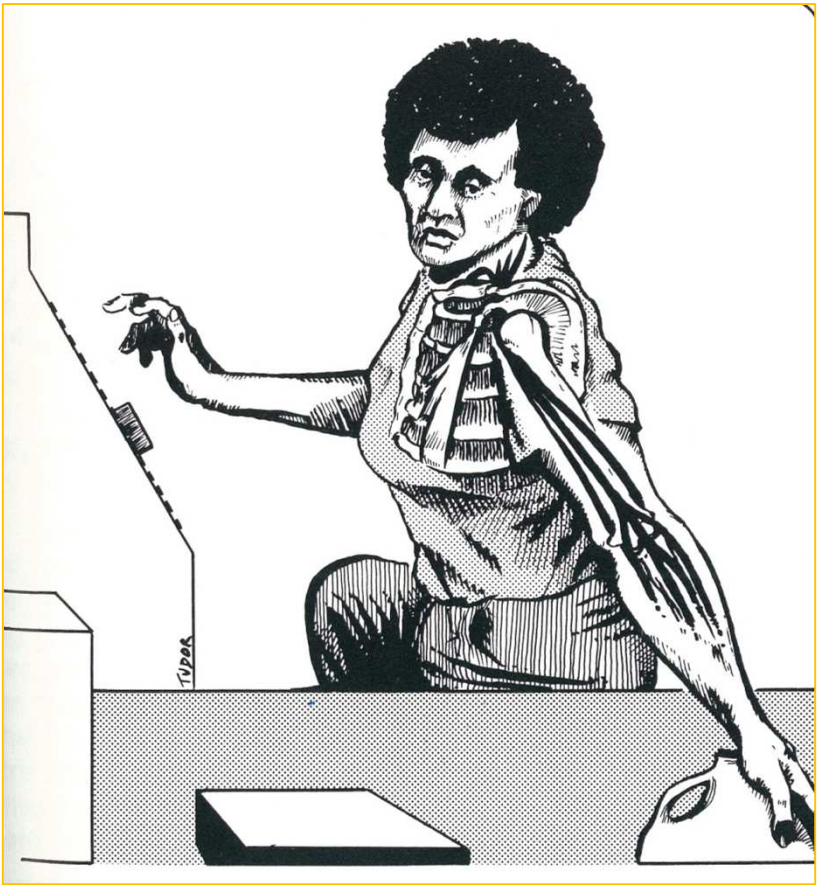
Design faults *can*, but *must not* result in illnesses

Nothing is impossible .....



(n. Kroemer)

Nothing is impossible .....



(n. Kroemer)

Ergonomic workplaces are economical workplaces.

General Motors:

40% of worker absences and 60% of working days lost through sickness are attributable to ergonomic design deficits



The cost price of every German car includes between 50 and 100 euro for workers' musculo-skeletal disorders.

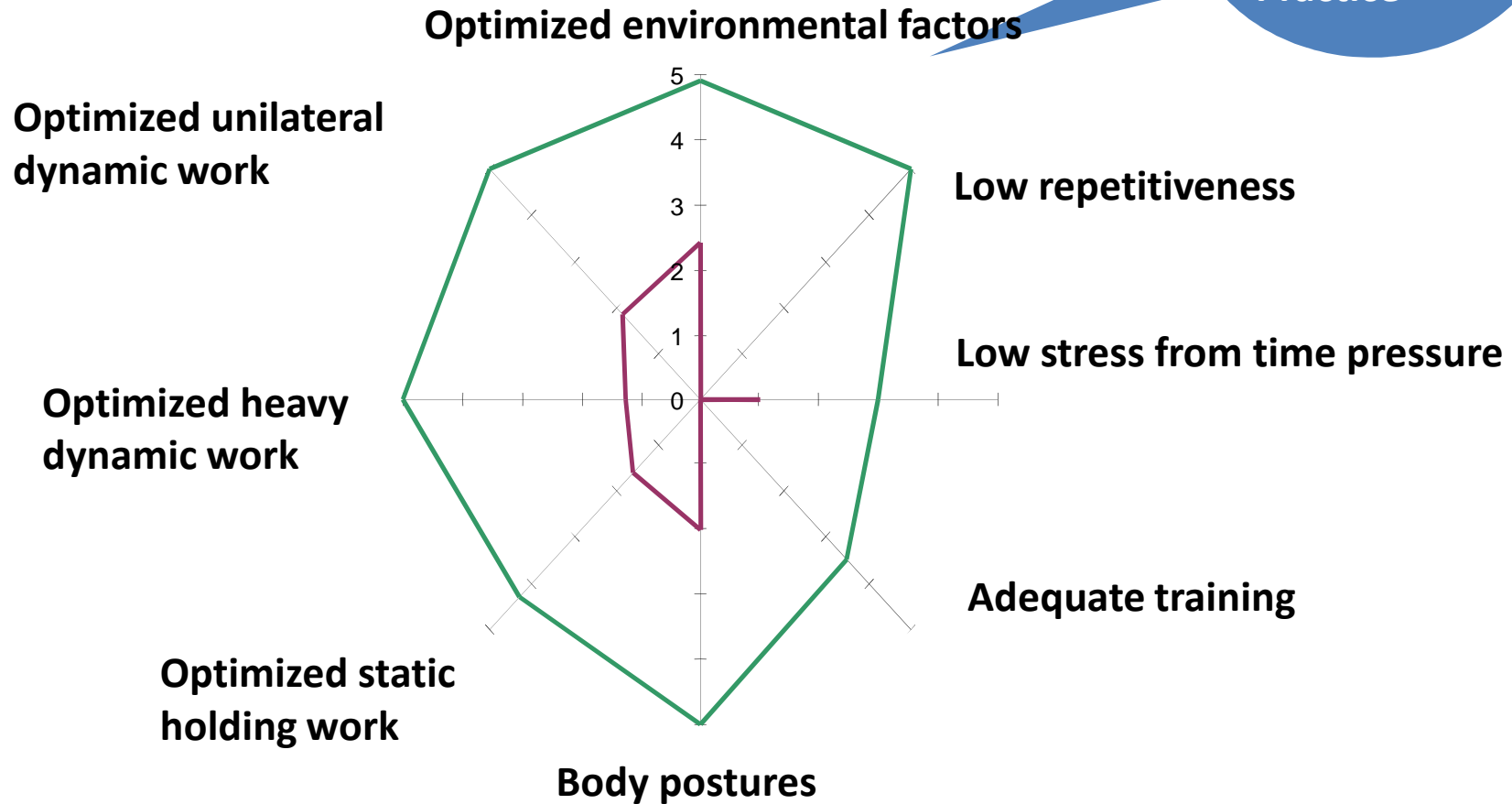


The car body could be lowered or rotated – but would it pay off?



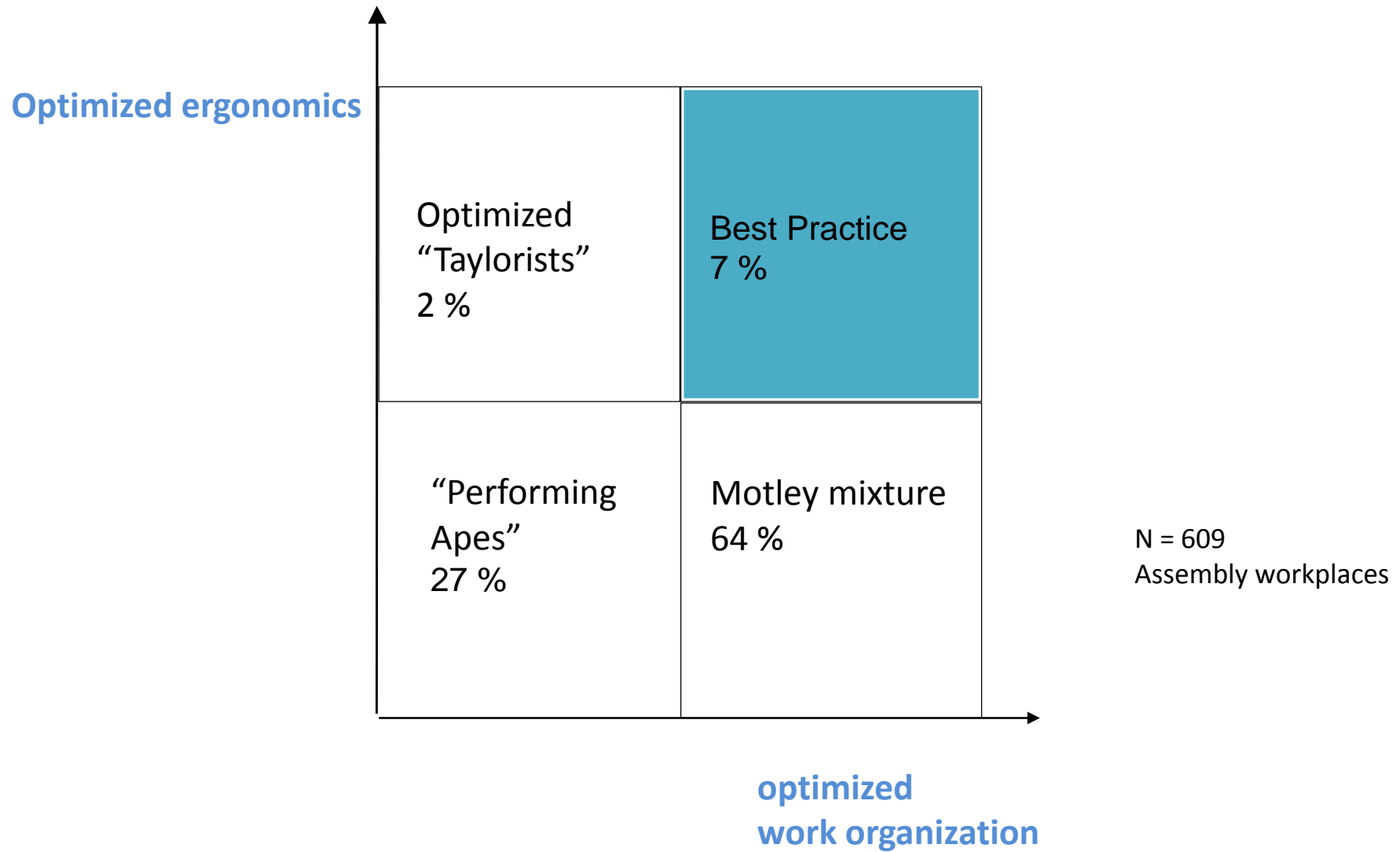
# Benchmarks for assembly work – Best vs. worst practice

Only 7 %  
qualify as  
Best  
Practice

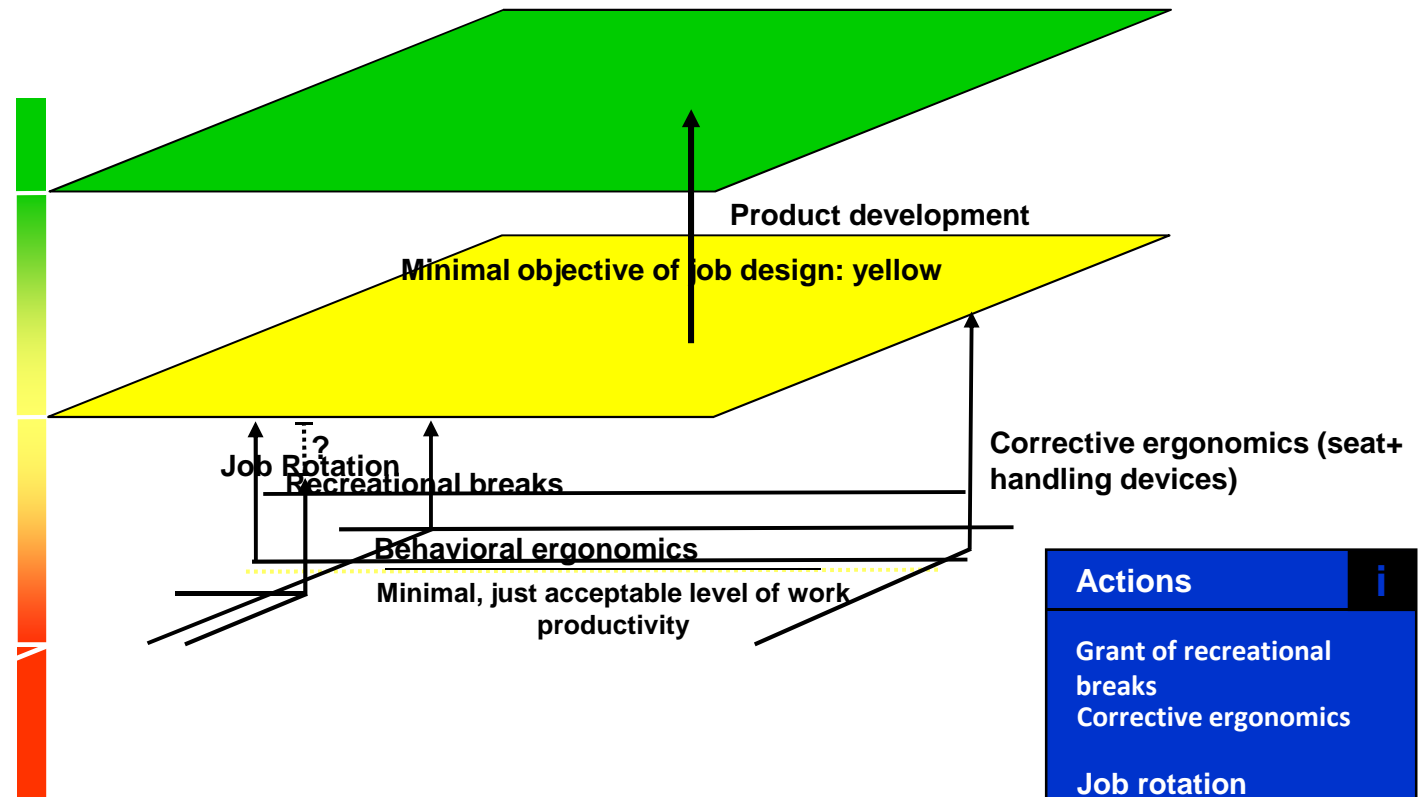


in n = 609 assembly workplaces

# Best-Practice-Tableau

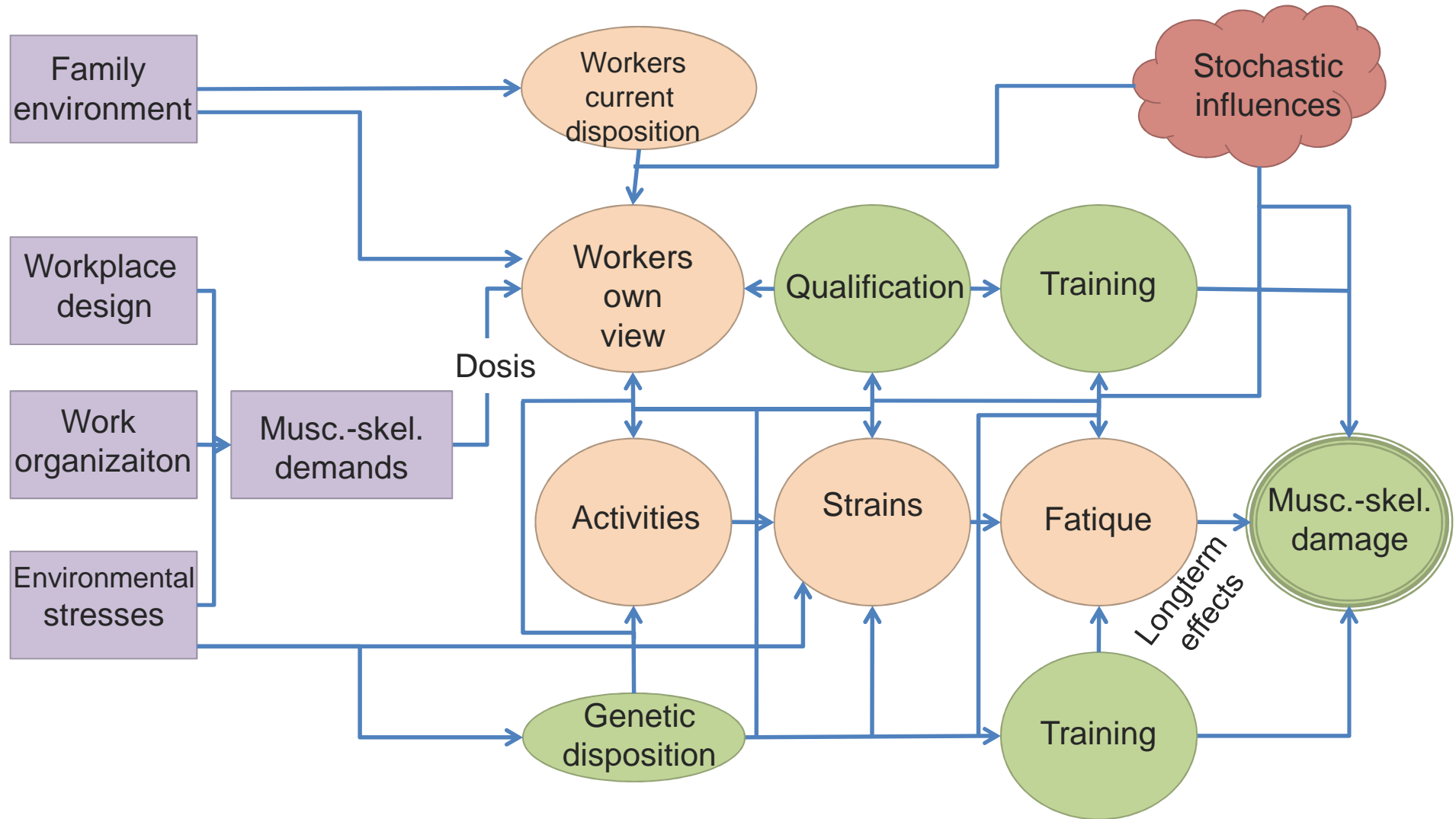


# List of available actions

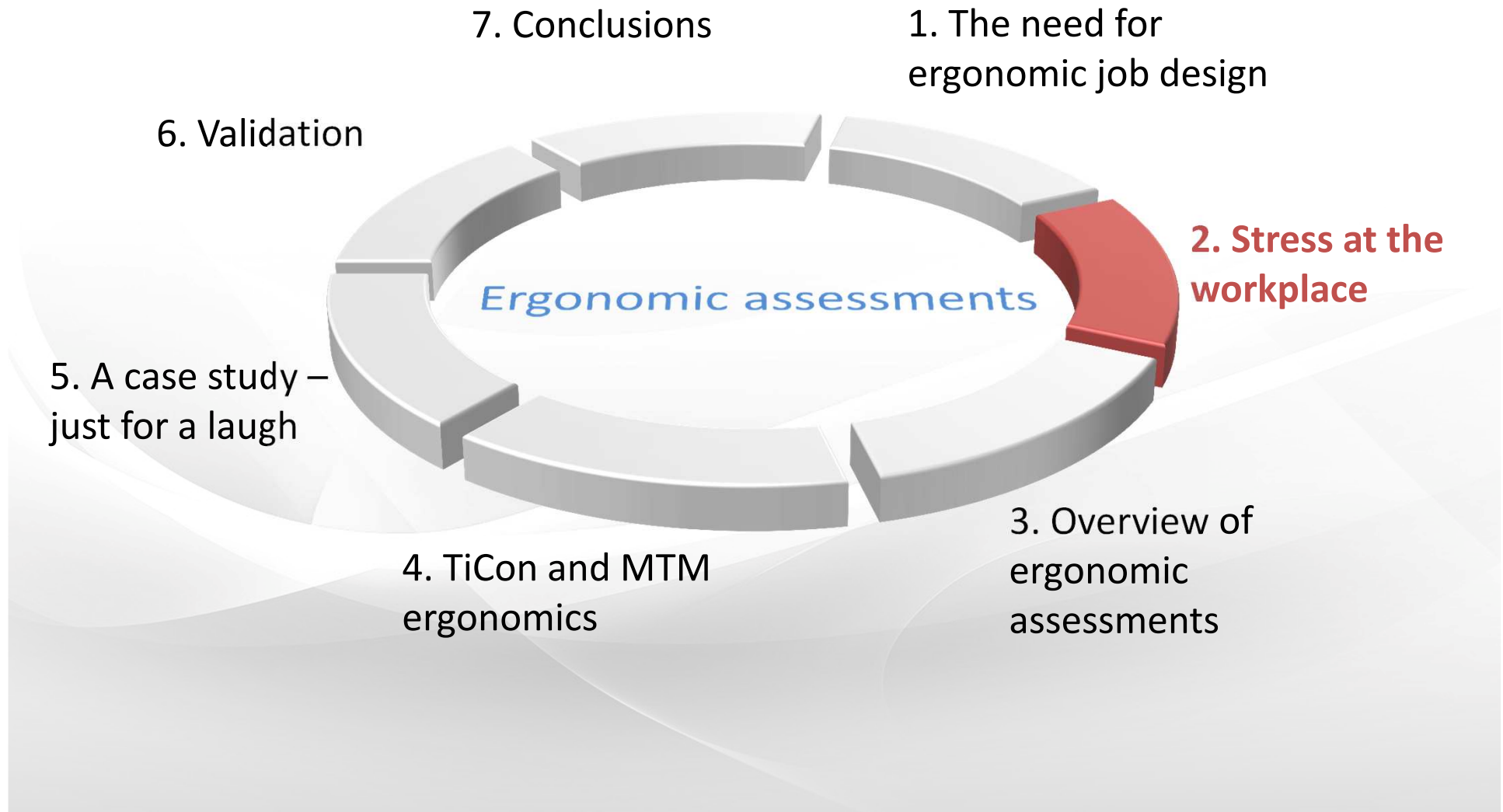


Actions
Grant of recreational breaks
Corrective ergonomics
Job rotation
Behavioral ergonomics
Pro-active ergonomics

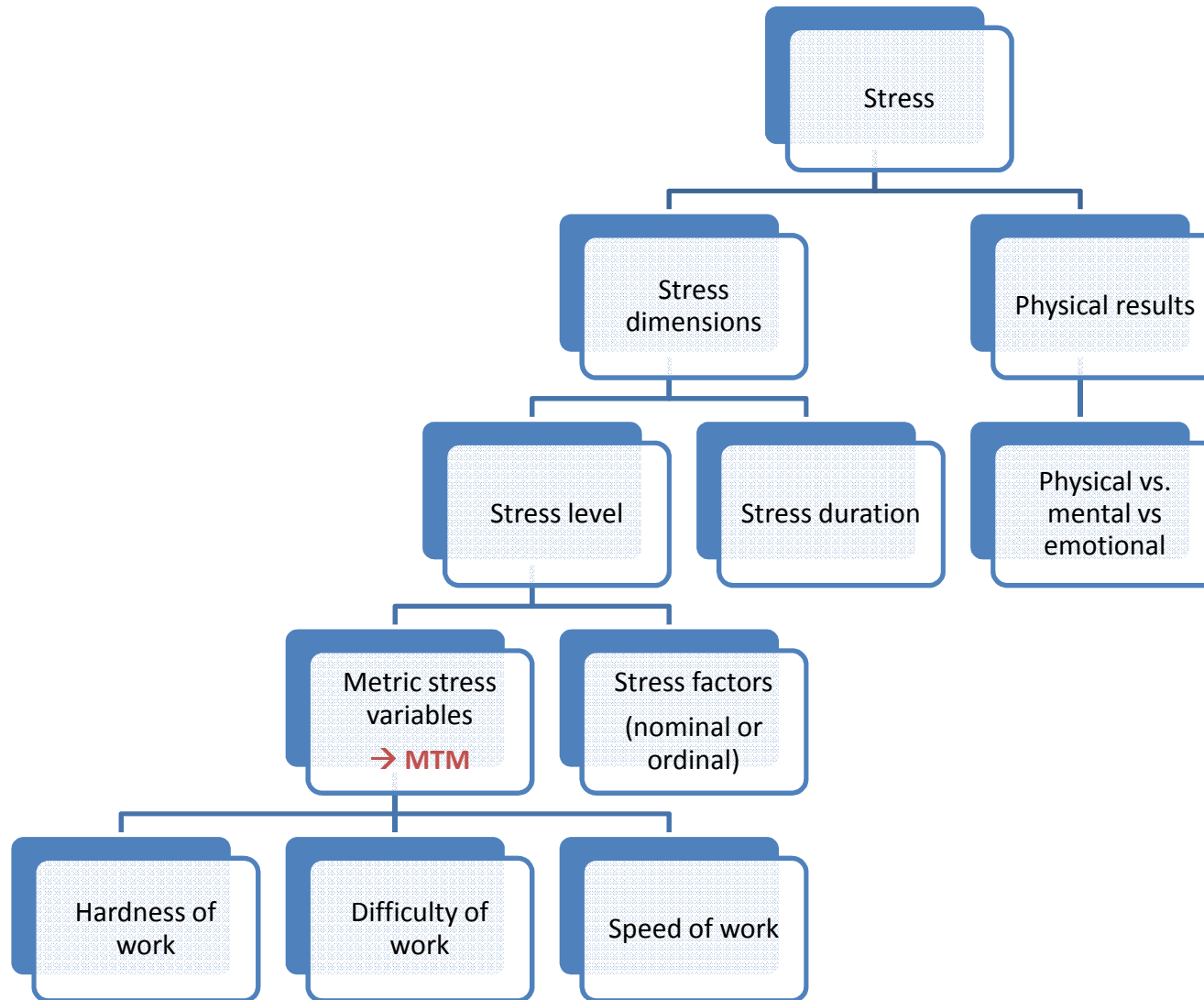
# Ad hoc model for symptoms and diseases



# Agenda

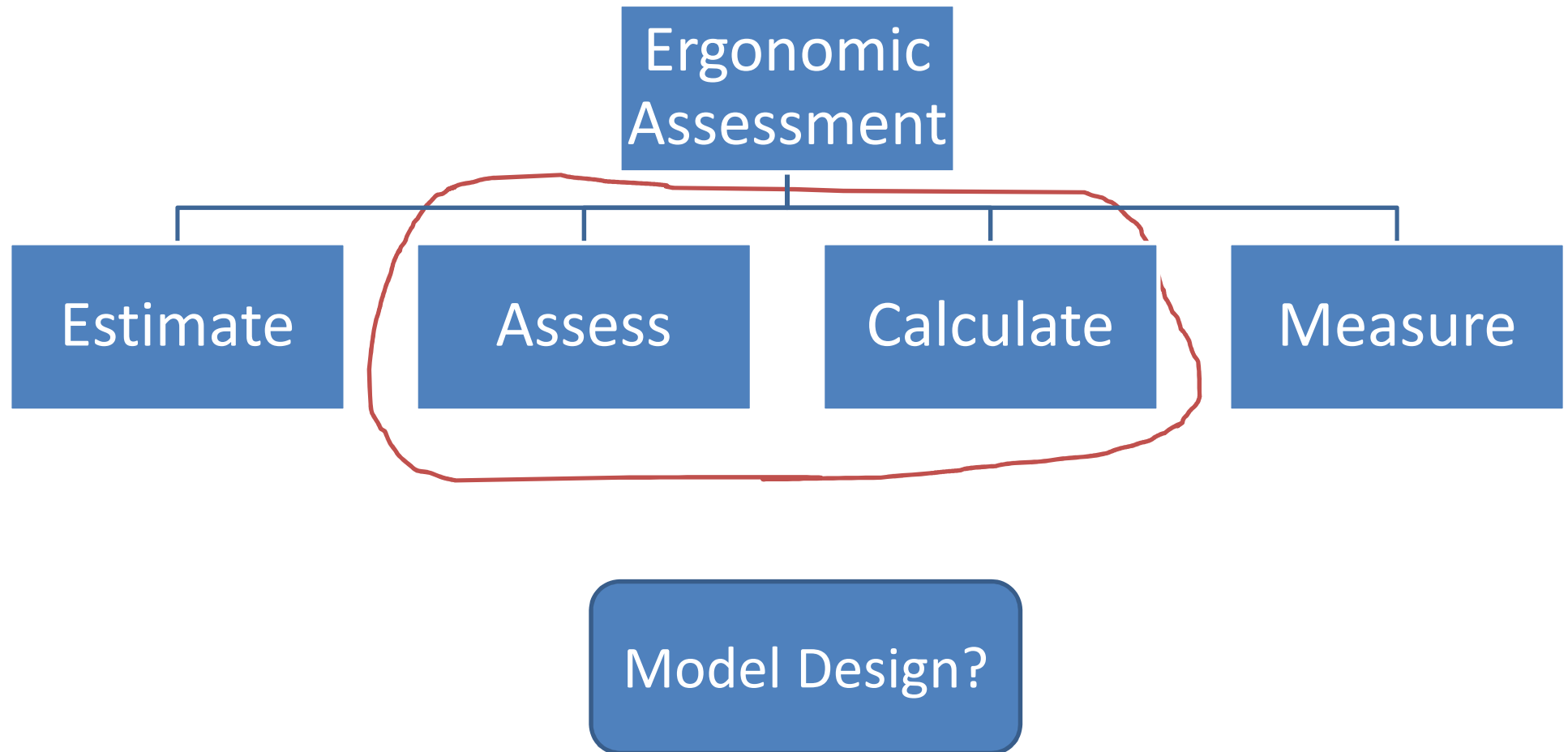


# Overview of stress at the workplace

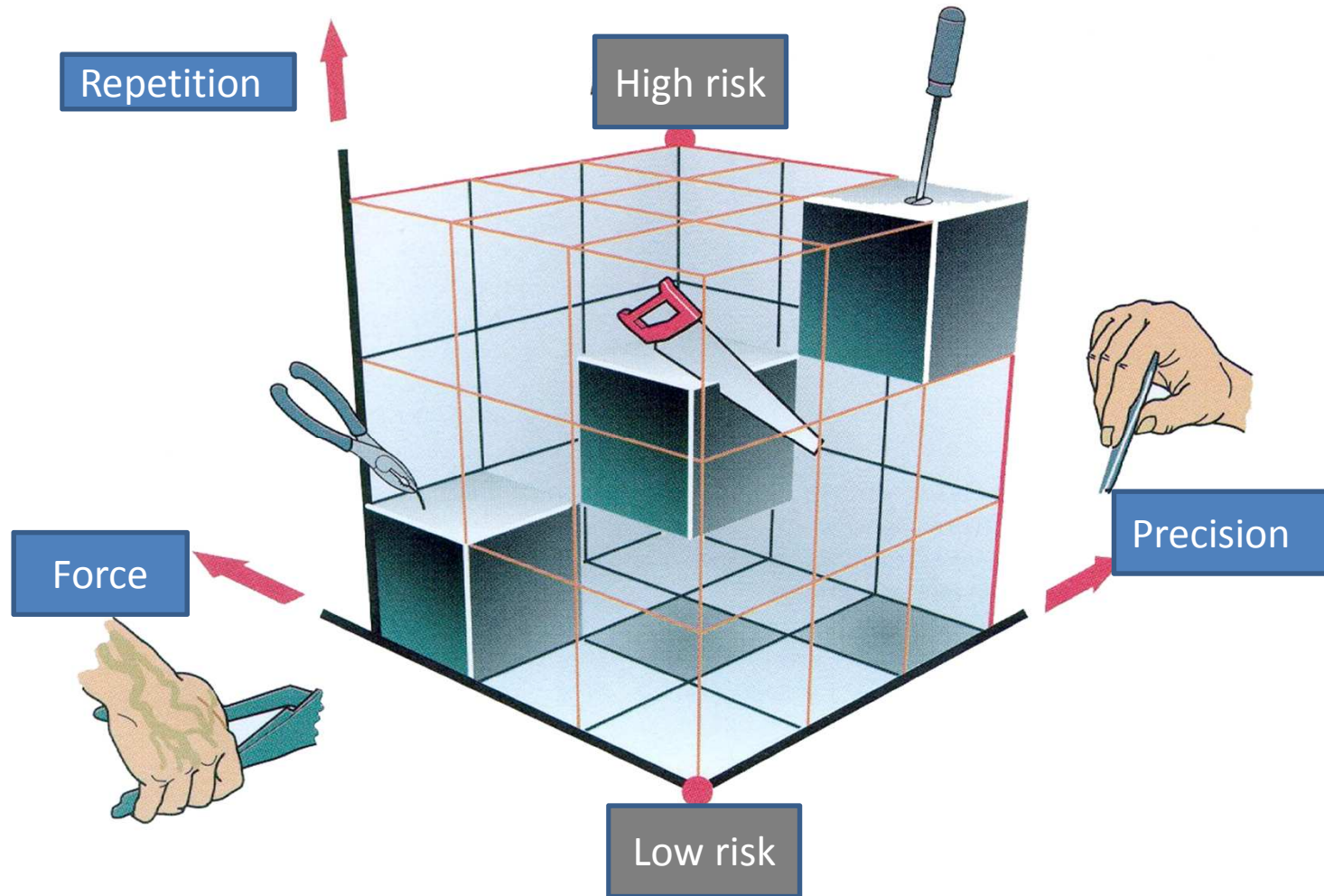




## Focus of my paper



# Cube model



## Product lifecycle

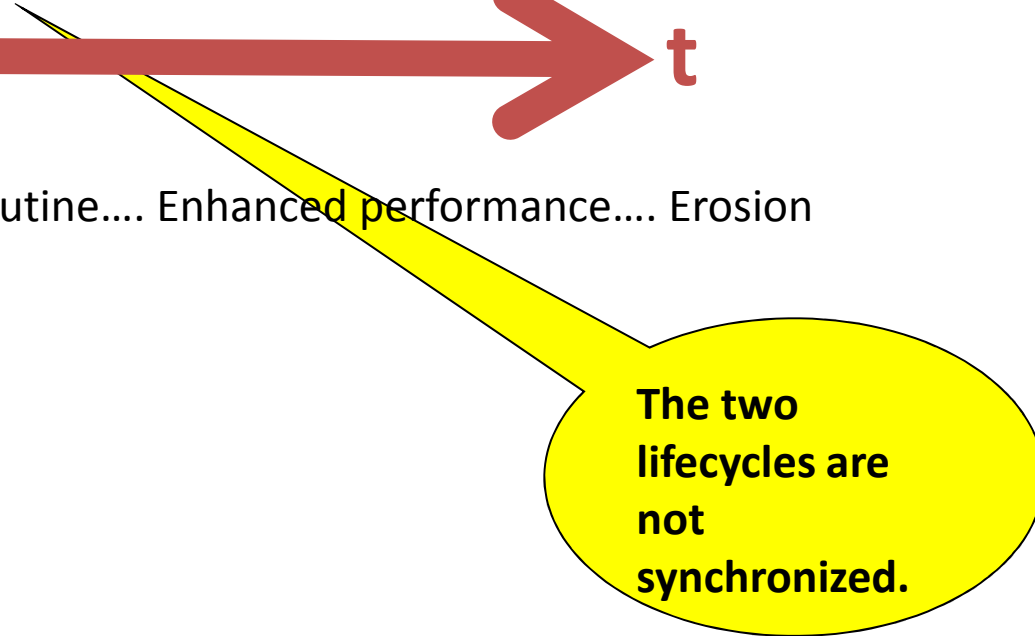


Product idea....Market research.... Prototype.... Pre-production....  
Production.... Maintenance.... Disposal

## Worker lifecycle



Qualification....Perfection.... Routine.... Enhanced performance.... Erosion



**The two  
lifecycles are  
not  
synchronized.**

## Product lifecycle



Product idea....Market research.... Prototype.... Pre-production....  
Production.... Maintenance.... Disposal

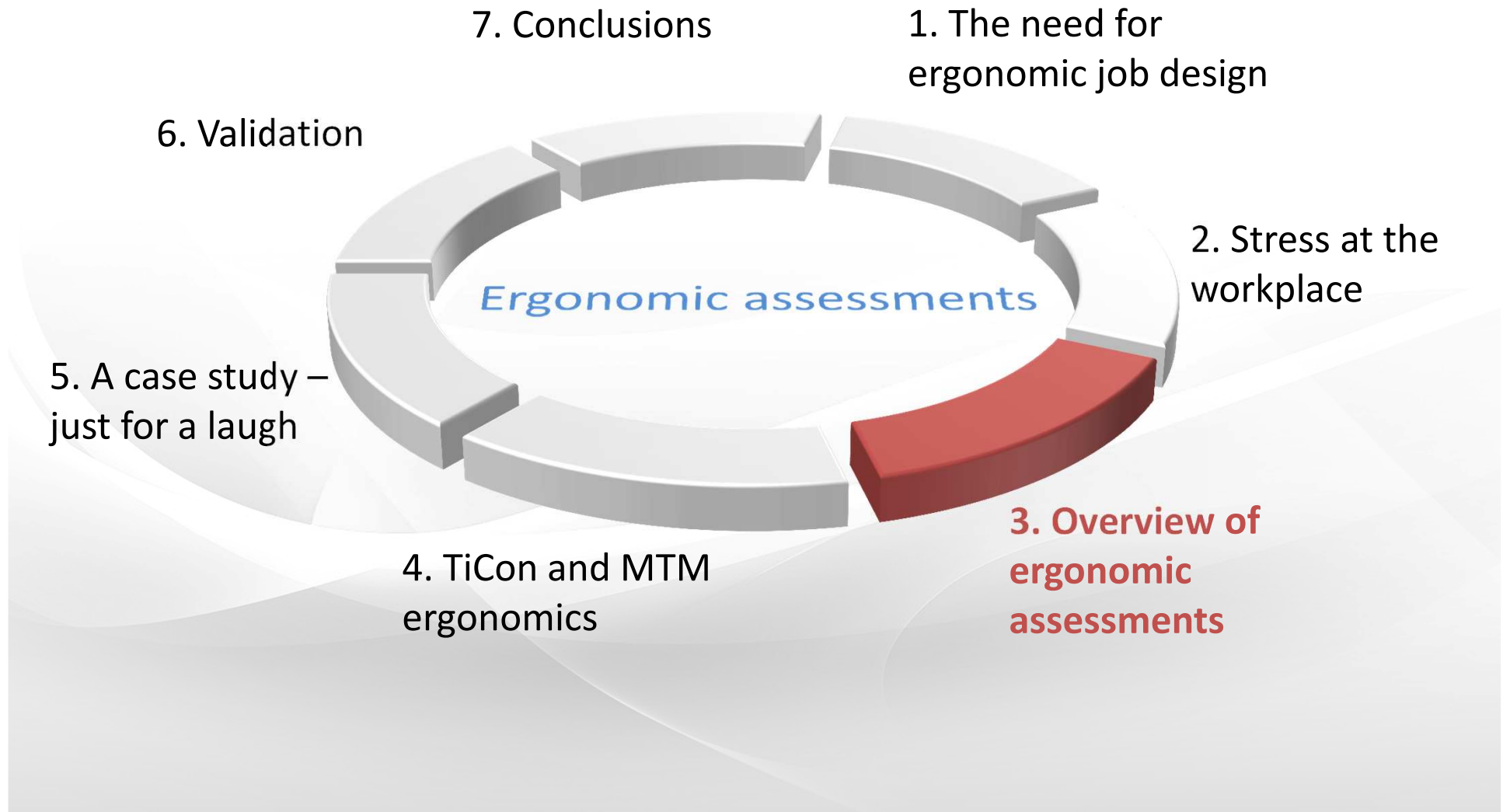
## Worker lifecycle



Qualification....Perfection.... Routine.... Enhanced performance.... Erosion

**Corrective  
design comes  
too late.**

# Agenda



## Ergonomic assessments ....



- investigate stresses
- resulting from or associated with the
- interaction of human beings with work materials and work objects
- forming parts of a work system.



## Key Objectives

- Identification and evaluation of weaknesses in job design and organization
- Improvement of job design and organization
- Initiation of action to protect workers
- Coordination of job demands and worker capabilities
- Optimization of labor deployment
- Application of knowledge gained to design of return-to-work programs

# Key Criteria for an Assessment Procedure

The procedure should.....

- Be based on a theoretical model that allows a practical interpretation of the results obtained
- Offer a complete coverage of all demands that are present on a specific work system
- Offer maximum cost-effectiveness with regard to application, data processing, and data evaluation
- The application should allow standardisation
- Go beyond a merely verbal work description and allow quantitative statements at least at the ordinal scale level.



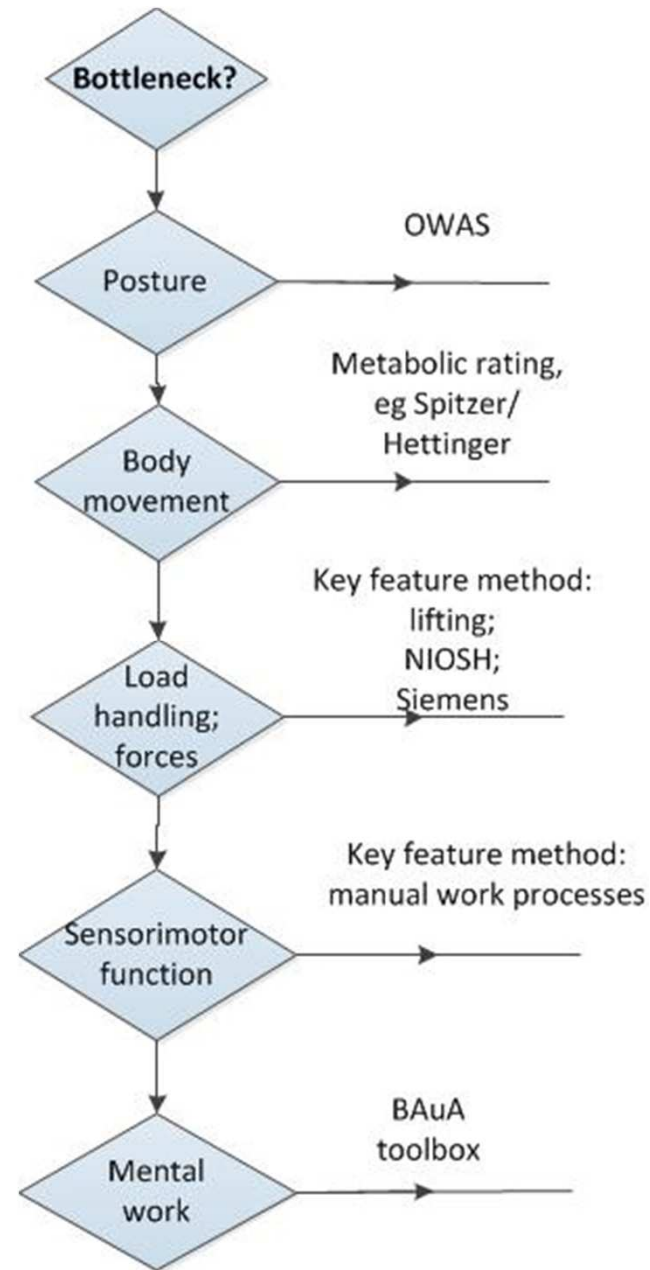
## Key Criteria for an Assessment Procedure

- Standardisation → minimization of confounding variables
- Clear differentiation → Are the test components highly selective?
- Objectivity → Cannot be subjectively influenced by individual analyst?
- Reliability → Intrinsic consistency, long-term stability and repeatability
- Validity → Does the test actually measure what it is supposed to measure?

## **An overview of available procedures for determination of stress and health risk**

[http://www.ergo-online.de/site.aspx?url=html/gefaehrdungsbeurteilung/  
konzepte\\_verfahren/auswahl\\_anerkannter\\_beurteilu.htm](http://www.ergo-online.de/site.aspx?url=html/gefaehrdungsbeurteilung/konzepte_verfahren/auswahl_anerkannter_beurteilu.htm)

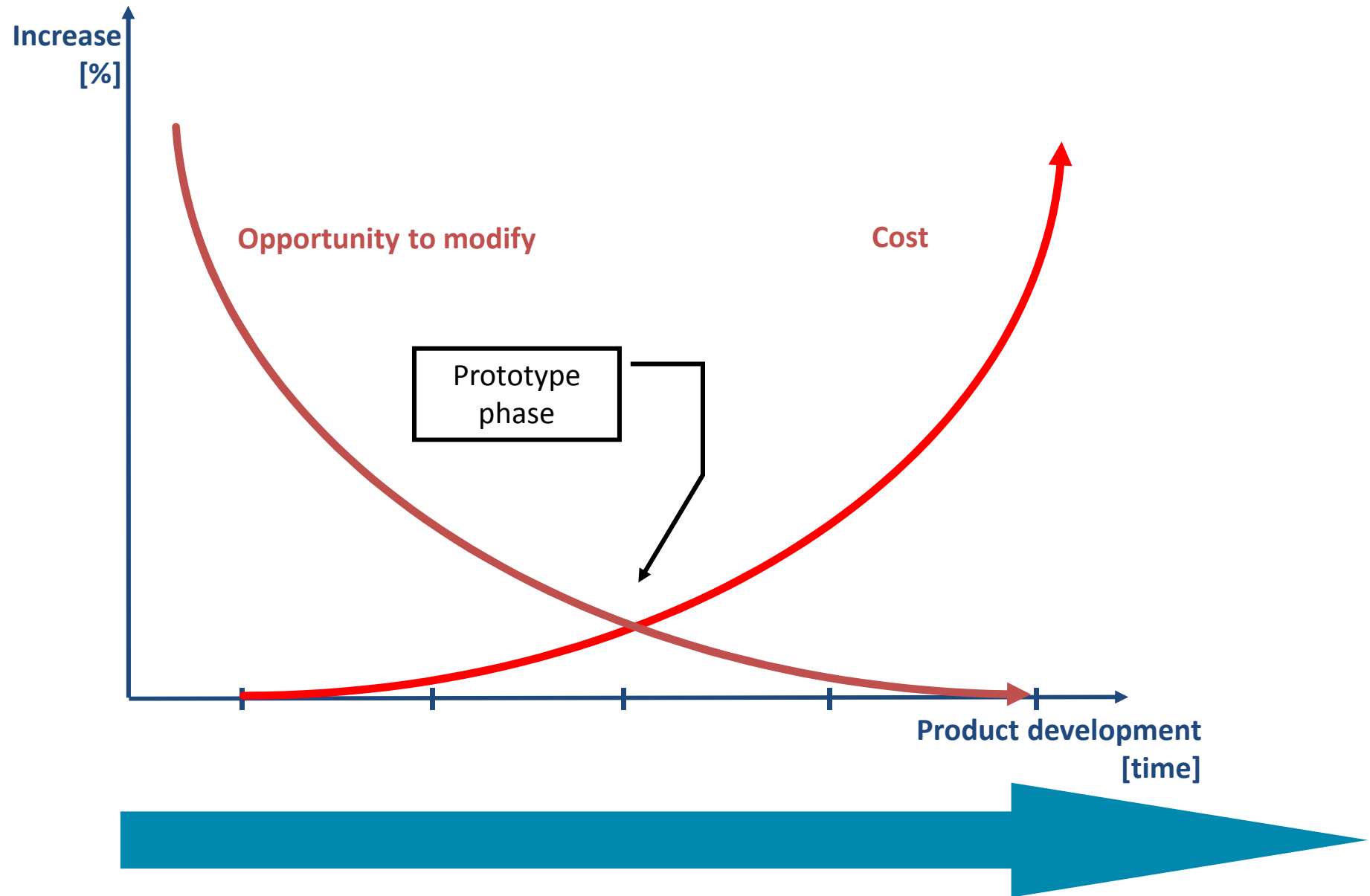
# Stress Accumulations and Examples of Assessment Methods



## Focus on: Assessment Procedures for Planners

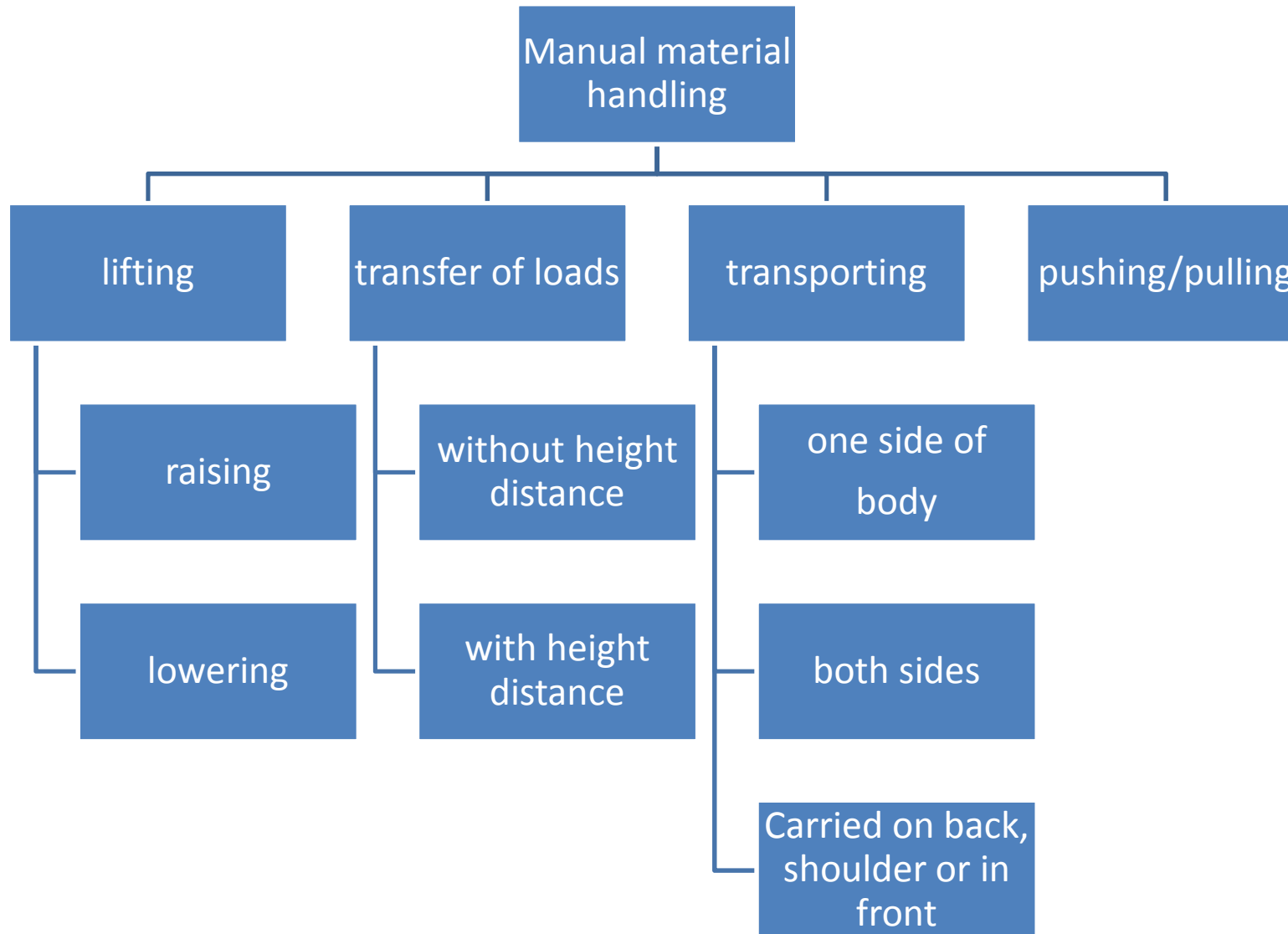
- Industrial planners and developers are still failing to focus their efforts on ergonomic, health-promoting design of work systems and procedures.
- Sensitivity of designers and planners to the need for ergonomic job design should be enhanced.

# Relationship between ergonomics and economics



## Load handling and physical exertion

- 1. Epidemiological models
- 2. Biomechanical models
- 3. Physiological models
- 4. Psycho-physiological models



## Selection of methods for determining load limits

- 1. NIOSH method for determining weight limits
- 2. ErgonLIFT (Vedder and Laurig)
- 3. Pangert procedure (abridged)
- 4. Stress determination and assessment in activities involving lifting and carrying heavy loads or lifting and carrying with extreme forced postures of trunk (Hartung und Dupuis)
- 5. Weight limit determination method (DIN EN 1005 Part 3 2002–2005)
- 6. *Luxembourg*: European *Coal and Steel* Community Guide (Davis und Stubbs)
- 7. Weight and force limits (Mital et al.)
- 8. Company-specific procedures for determining maximum weight limits

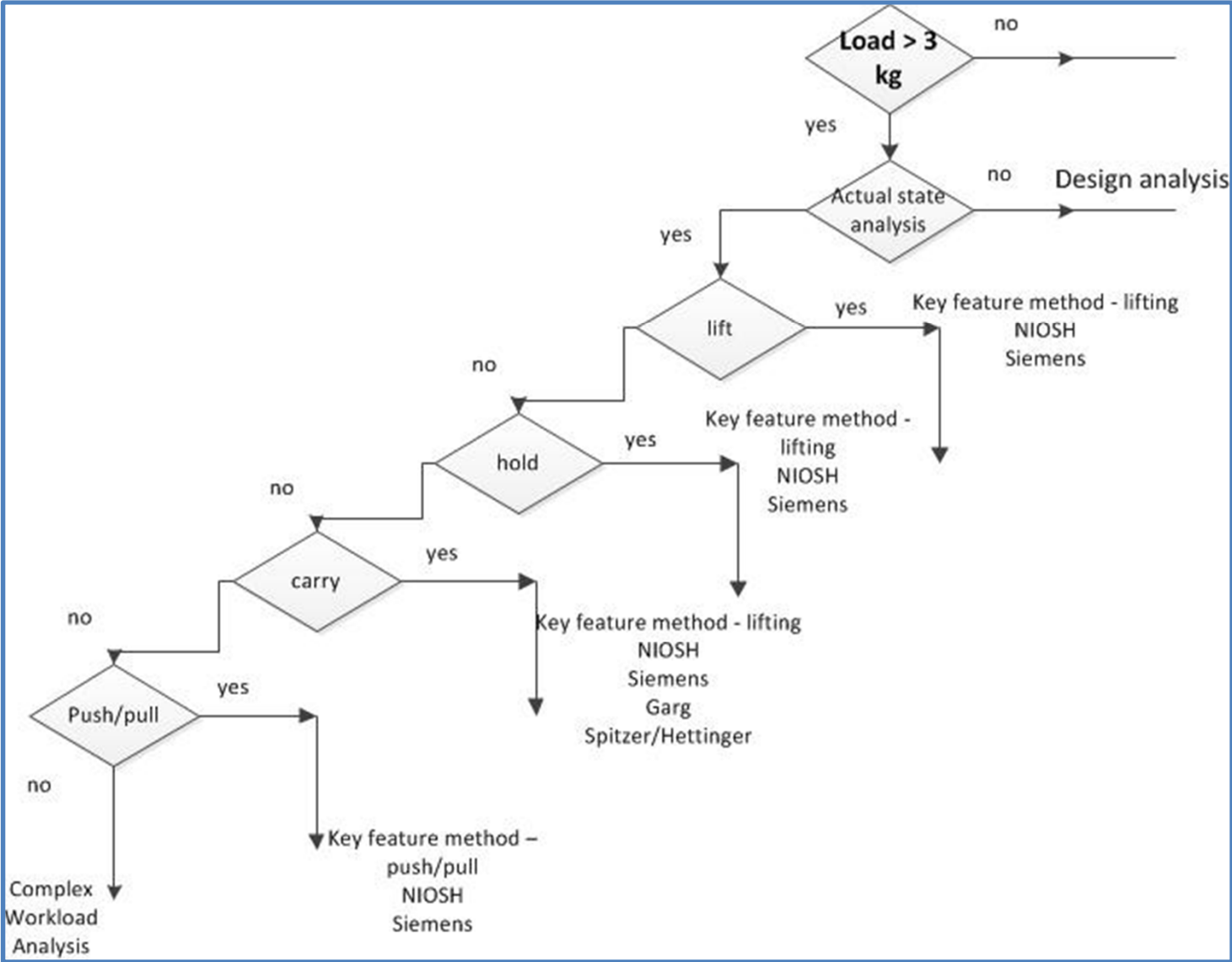
to name only a few



## Example: Key Features Method – Lifting and Carrying

- Overall assessment of working conditions in activities involving lifting and carrying of heavy weights
- Biomechanical, psycho-physical & physiological mechanisms involved
- Problems in summary assessment of a series of part activities
- Immediate identification of design needs and approaches

# Decision work flow



## To what extent do “Procedures available on the market” produce matching results?

Example: NIOSH/Siemens

Similar results in the 45-50 age group when high biomechanical stresses are present.

Siemens yields higher upper threshold for younger workers

NIOSH’s multiplicative approach very quickly yields threshold values tending toward zero .

Siemens enables differentiation between age and gender groups.

(Note: method differences between Siemens – Schultetus – Burandt are neglected in my paper )

## Example: Siemens-Burandt-Schultetus

- Not validated
- Data sources unknown
- But yields good results in practice

## Force exertion

Siemens procedure is used to determine maximum „permissible“ forces exerted by hand-arm system and legs after allowing for

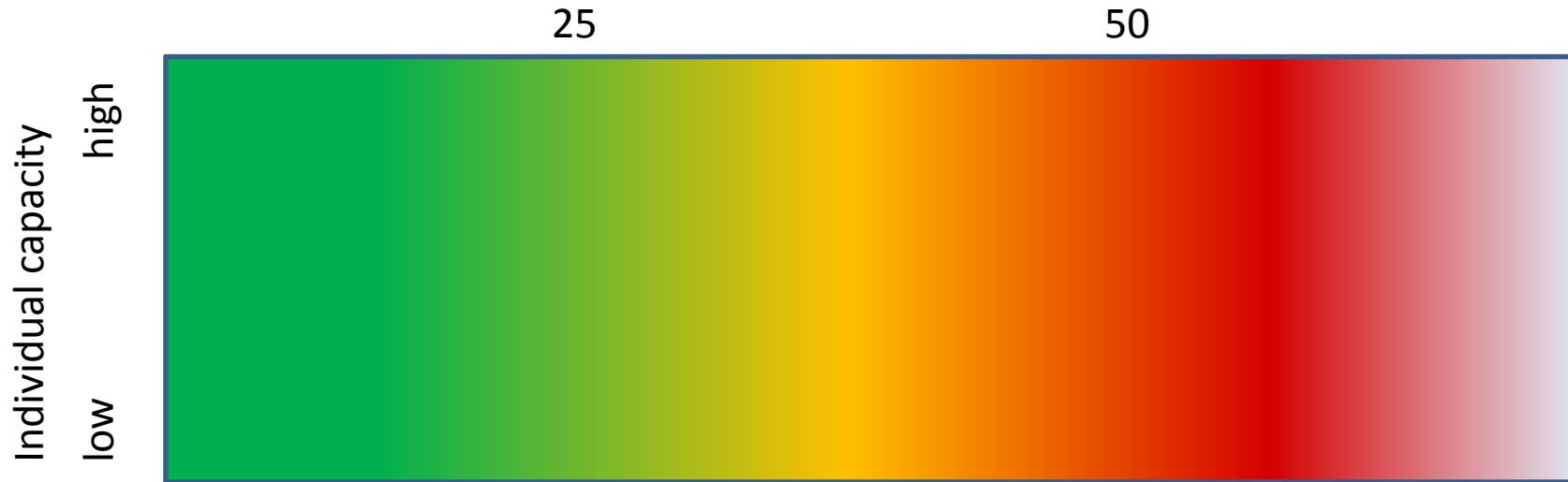
- personal factors (gender, age, fitness),
- type of force exertion (static / dynamic),
- frequency and duration of force exertion,
- location of force application point (distant / average / close; in relation to body: frontal / lateral / diagonal; level: head / shoulder / waist / pelvis),
- hand position,
- direction of force exerted.

## (highly) repetitive movements – *Key Features Method: Manual Work Processes*

- This method is used to assess activities mainly involving stress on the hand-arm system
- when processing work objects (manual work).
- Typical features are frequent repetition of identical or similar movements, high skill requirements and ability to discern small details.

# (highly) repetitive movements – *Key Features Method: Manual Work Processes*

→ *traffic light system*

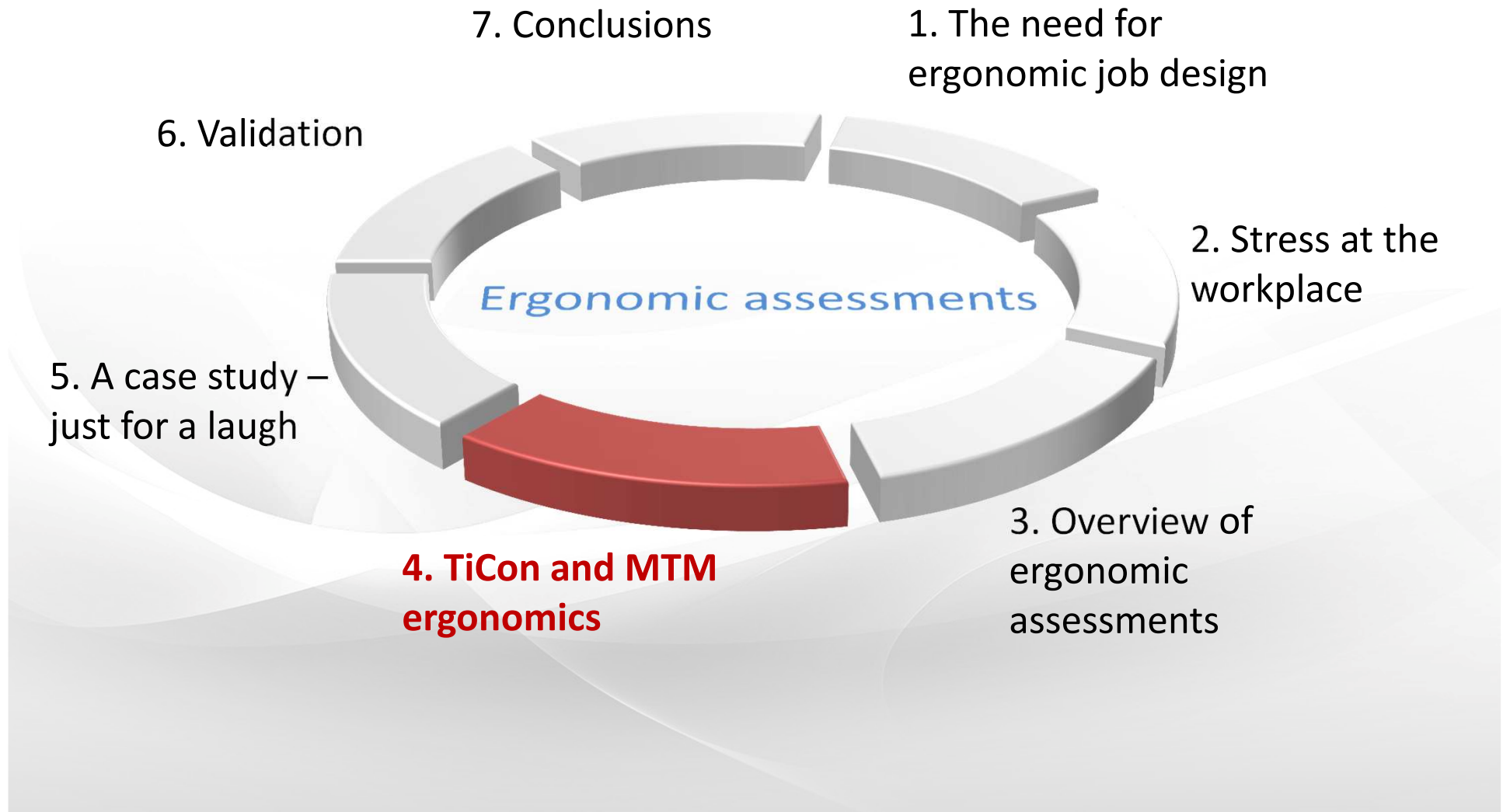


Design objective:  
Safe for all healthy  
operatives

- Risk for untrained operatives
- Safe for trained operatives possessing necessary capacity

Design fault: Basic risk  
for all operatives

# Agenda





# Objectives

- To upgrade the role of good design in work systems and processes with MTM ergonomics
- This means design of work systems that will increase productivity by cutting absenteeism, delivering better quality etc.
- It will also mean readiness to accept a reasonable increase in planning costs

# Target groups

Primary target group: [The planners](#)

Secondary:

The motivators, stakeholders, opinion leaders

e.g. line managers

works councils

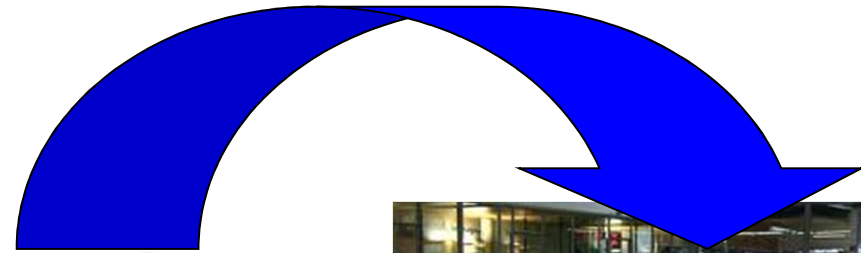
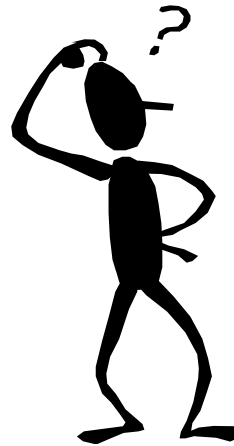
industrial medics

technical staff in industrial associations

trade union leaders

work scientists .....

# Traffic light assessment method



25

50

Individual capacity

Low high



Green: Low risk –  
recommendable No  
action

Yellow : Possible risk  
– not recommendable  
Redesign necessary /  
Take risk management  
action

Red: High risk - Avoid  
at all costs - Take risk  
management action

# Ergonomic assessment in MTM-IE concept

## Preventive function

- Development and procurement
- Optimization of work systems and logistics
- Standardization of manufacturing and assembly processes

## Assessment

→ economic and worker-related

- Whole working life without health impairment
- Give workers a feeling of fulfillment
- Environmental compatibility
- high social compatibility

**No more predatory capitalism**

**No sweatshops**

# Preventive function in detail



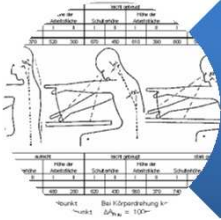
Methodical conception of innovative products,  
highly suitable for intended use, easy to maintain  
and recyclable

MTM-  
ProKon



Low production, maintenance and disposal costs

MTM process  
building brick  
systems +  
TiCon



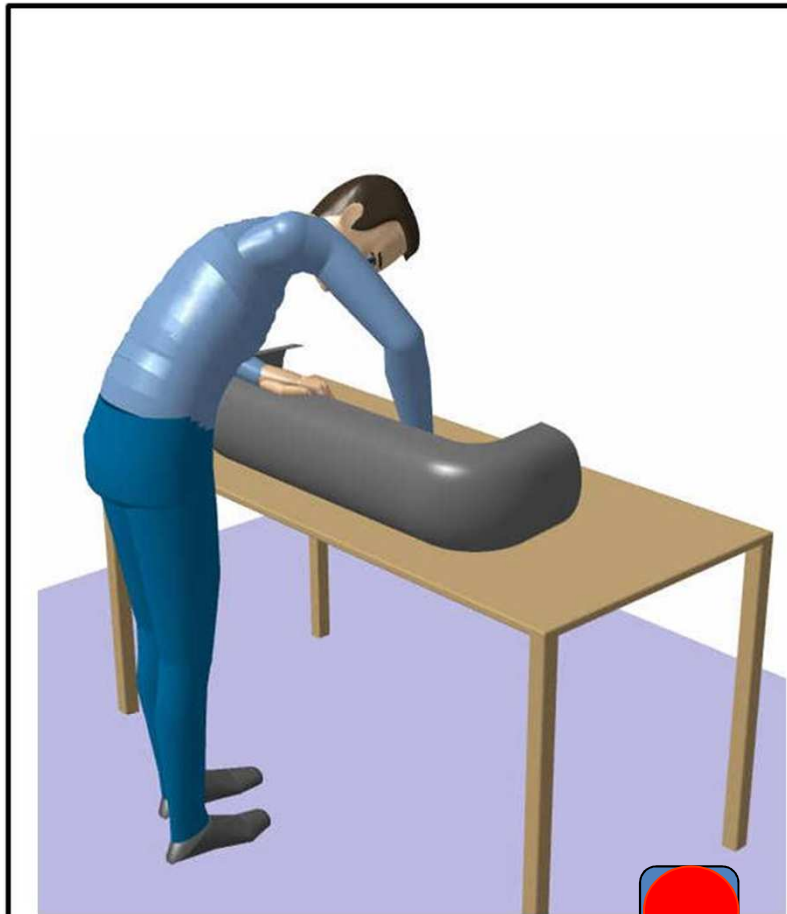
Ergonomic work systems  
Optimally designed for workers' personal profile, abilities  
and skills  
Avoid overtaxing and 'undertaxing'

MTM  
ergonomics

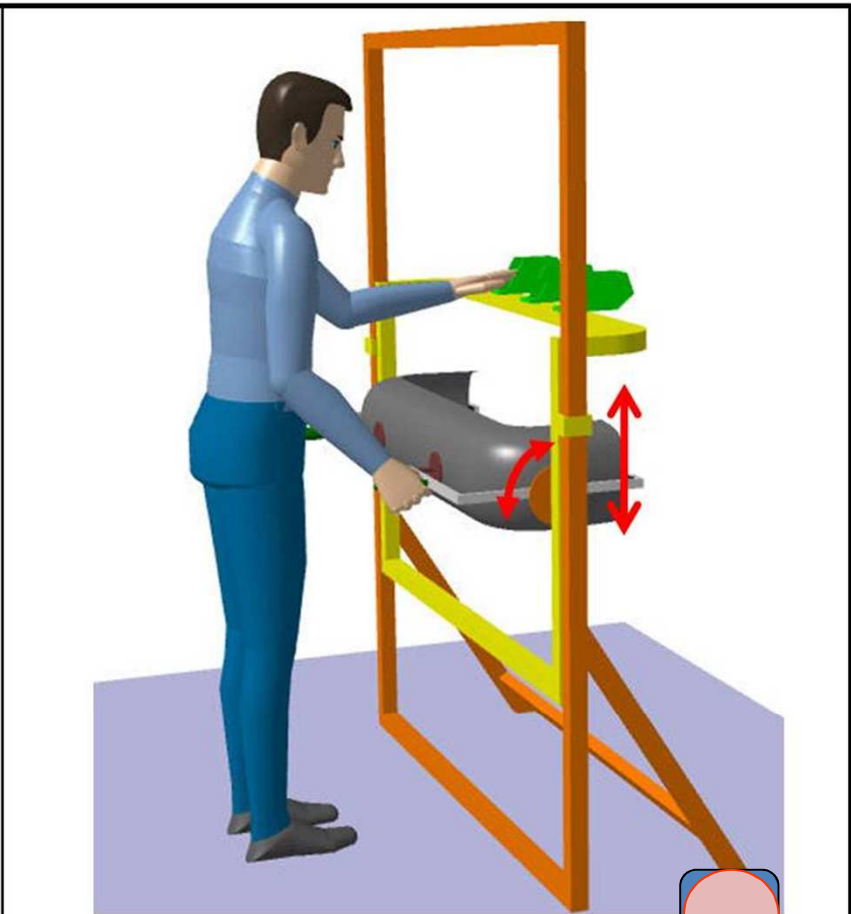


Minimize process and transit times  
Cut changeover time, reduce capital tie-up  
Maximum flexibility in manufacture and assembly  
Maximization of value added

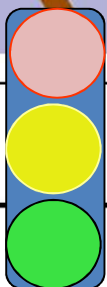
MTM visual  
inspection, MTM  
logistics, MTM value  
stream



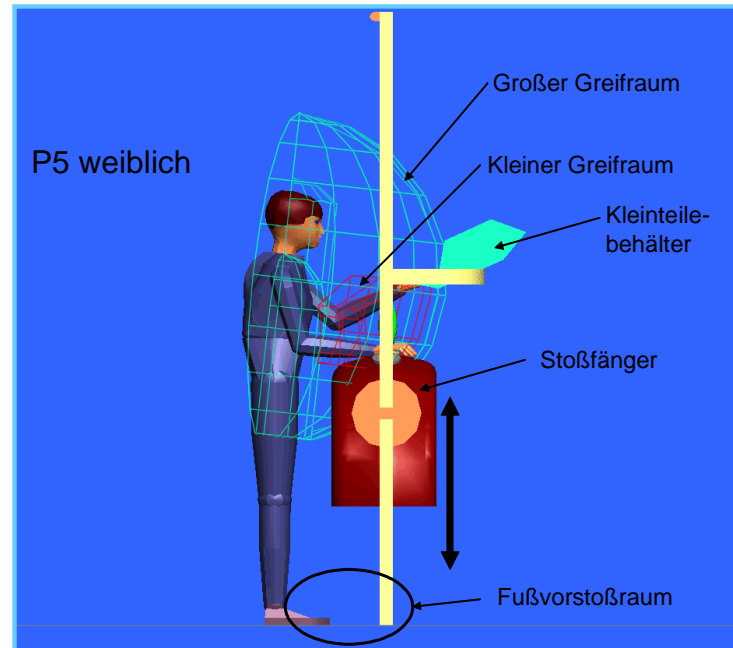
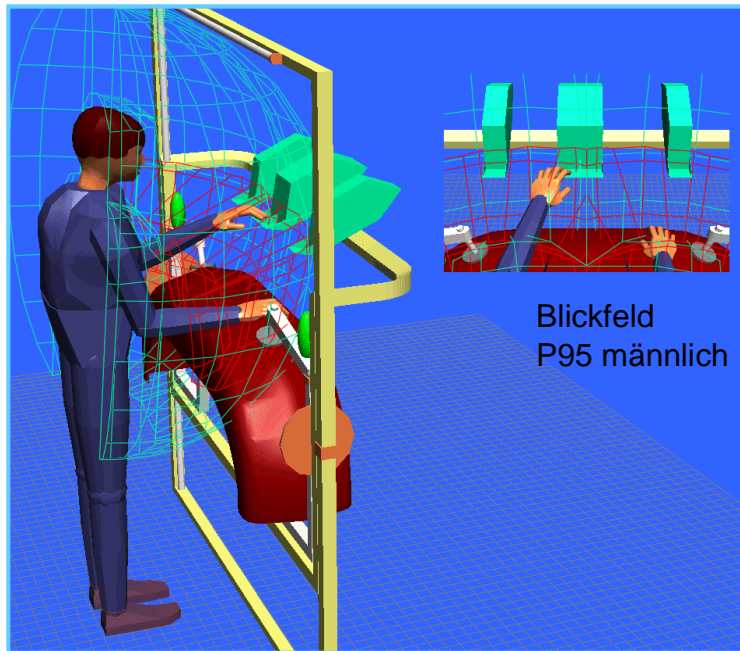
before



now



# MTM Productivity Management Concept



## 1. Function

Production

## 2. Resource

in equipment

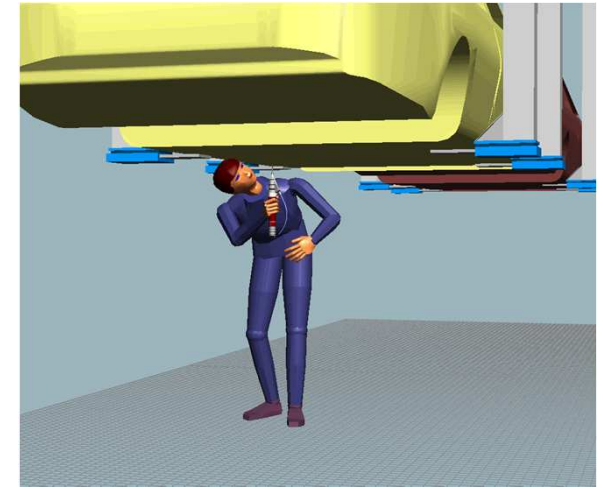
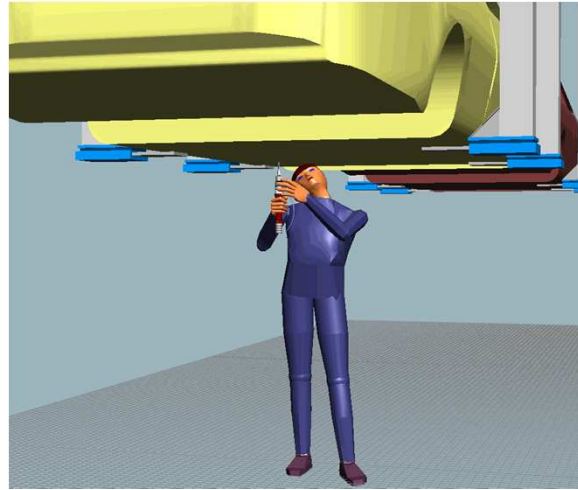
## 3. Field of action

Design  
optimization

**Design standards: this example shows a workplace for bumper assembly that is standard throughout the whole corporation**

Use MTM to introduce universal design standards

## Ongoing assessment concept for planning and production



**Bottlenecks:** forced postures, physical strength, hand-arm system, loads etc.



Green: Low risk –  
recommendable  
No action

Yellow : Possible  
risk – not  
recommendable  
Redesign necessary  
/ Take risk  
management action

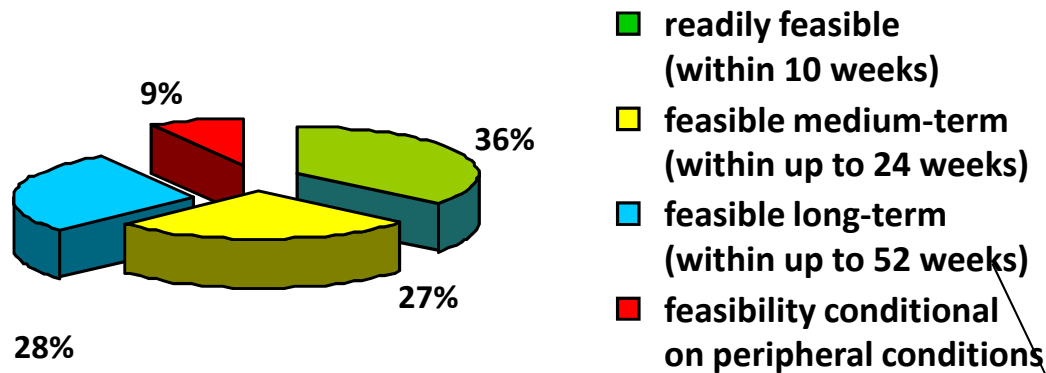
Red: High risk -  
Avoid at all costs -  
Take risk  
management  
action

**Standardized  
screening procedure  
e.g. Automotive  
Assembly Worksheet  
( AAWS)  
Design check**



# Inventories: Ergonomic potential

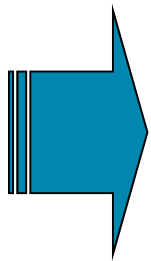
Percentage feasibility of suggestion for improvement (n=128)  
(categories: tools, materials/equipment and product)  
Results from ergonomics workshops (n=14)



Ergonomic optimization of **tools and equipment** at workplace; work organization

Ergonomic optimization (mainly) of **materials/equipment** used on production line

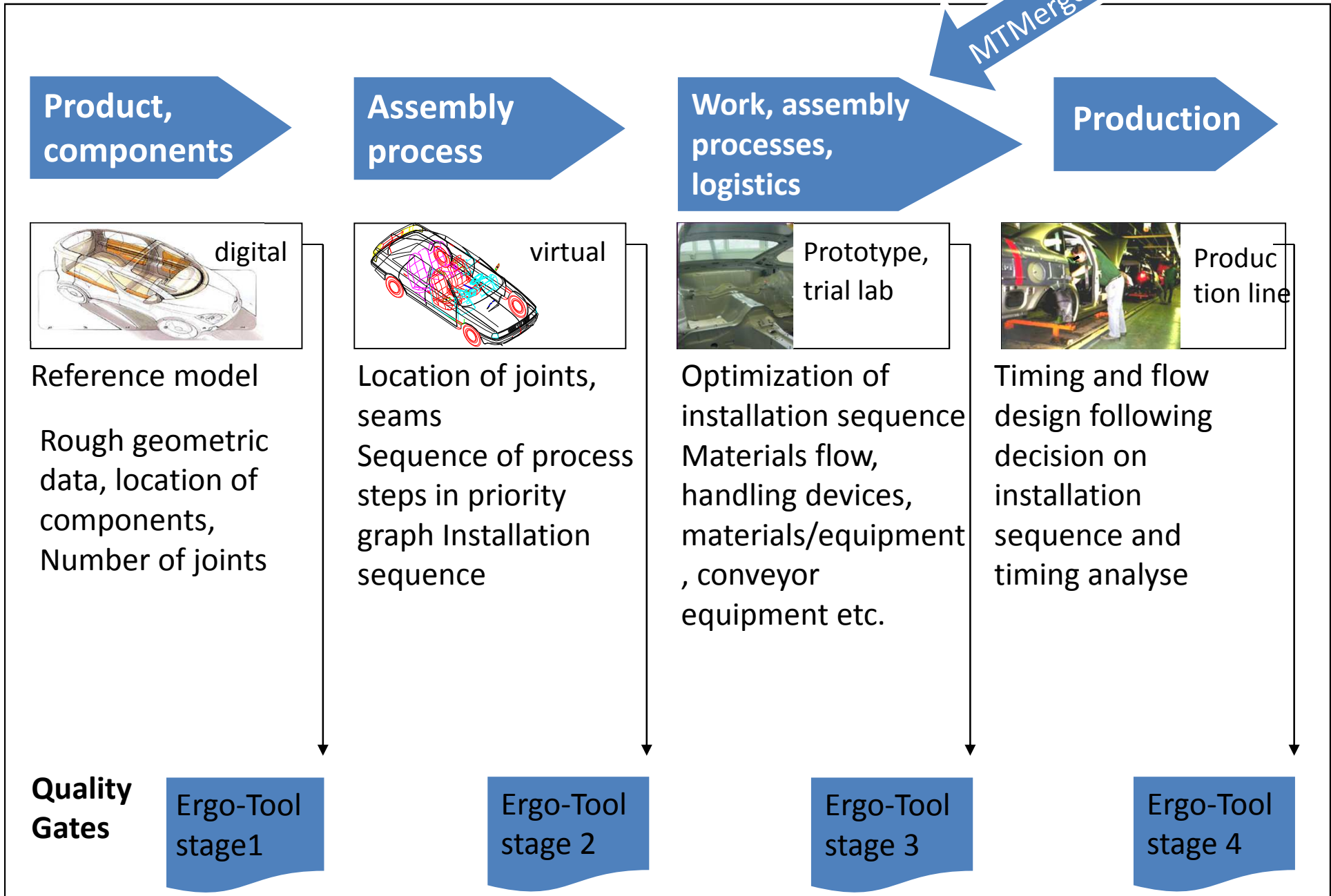
Ergonomic optimization of the **product**: realizable at next model change; ergonomic **process design / conveyor equipment**



**Product design potential e.g. by changes in model at prototype stage → helps to sidestep ergonomic weak points**

# Ergonomic Assessments in individual process steps

MTMergonomics



## Example Porsche: Installation of rear window wiper = Ergo-tool Stage 3

Assessment of operations with prototype at technology stage



### Areas where ergonomic design can be applied

Forced body postures  
Shoulder-/overhead region  
Load handling  
Hand-arm system  
Plus: work organization, worker deployment etc.

Process layout

Work, assembly processes, logistics



Ergo-Tool stage 3

Prototype, Test lab

Optimization of installation sequence, Materials flow, handling devices, materials/equipment, conveyor equipment etc.

Ergo-tool

Assessment criteria

- Body posture,
- physical strength,
- **hand-arm system,**
- **loads,**
- **environment**

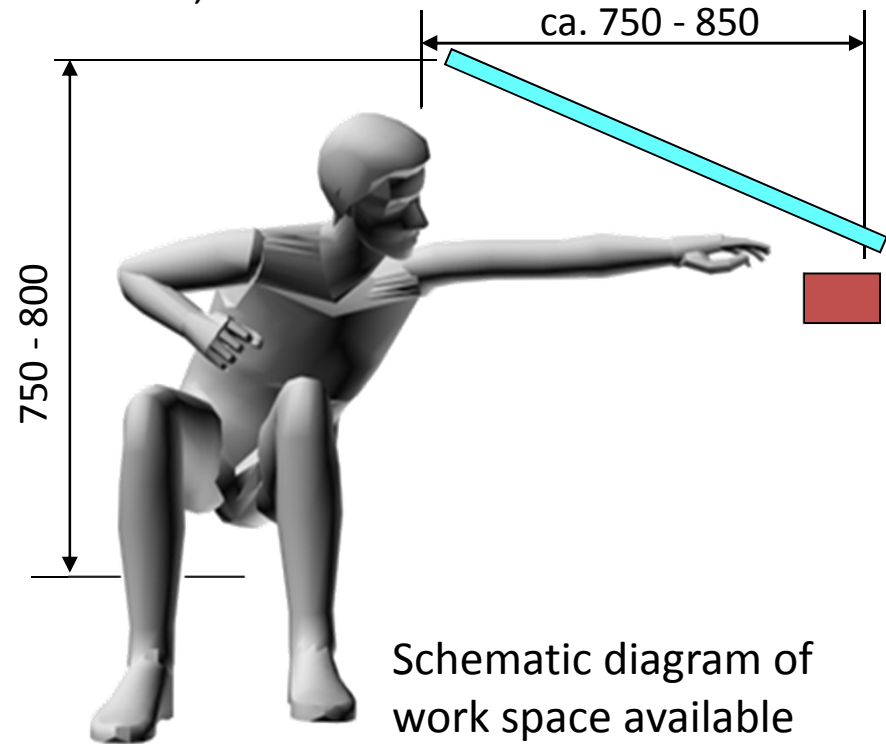
Ergo-Tool stage 3

# Risk analysis at an early stage



**Work flow planning  
Operation / content**

Rear window, lateral



Schematic diagram of  
work space available  
in car interior

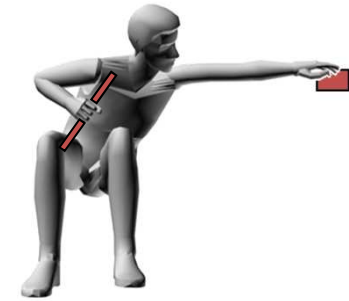


# Example of work flow assuming cycle time of 2.5 min



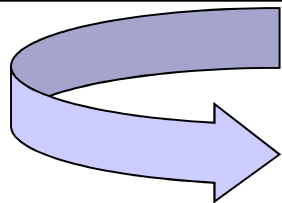
**Planning aspect**

**Production aspect**

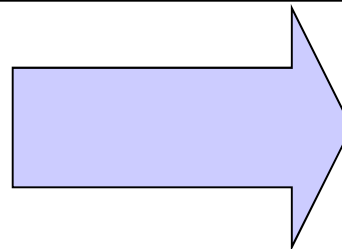


Operation /content	Timing (sec)
Operation 1 Enter car and position central console, deposit tools and components	30
Operation 2 Position components and fasteners	20
Operation 3 Adjust wiper motor and tighten screws manually	38
Operation 4 Lay and clip in power cable	18
Operation 5 Tighten screws with tool	24
Operation 6 Collect tools and exit car	20

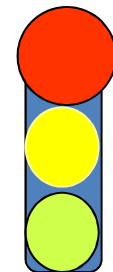
- Posture, support of body weight
- Force / weight
- Hand-Arm forces
- Vibrations



Initial data for screening procedure

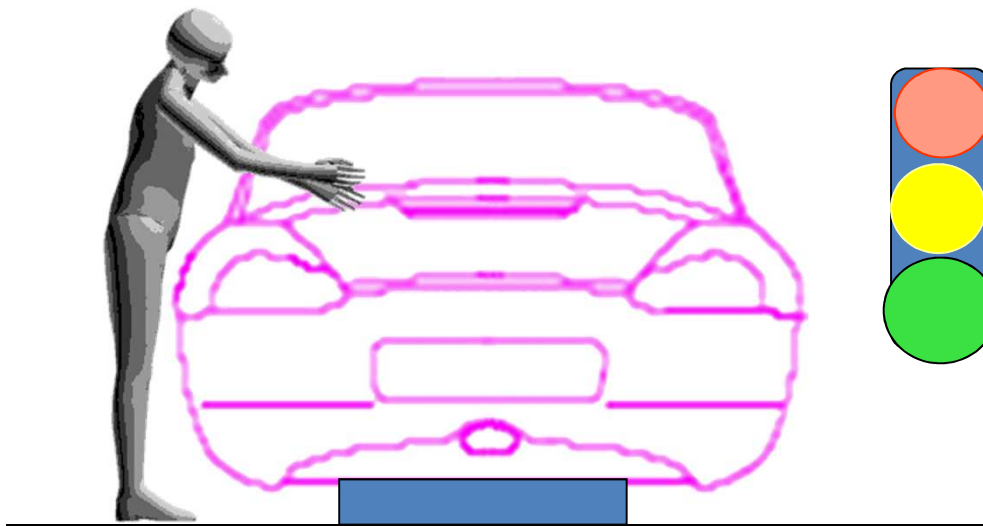


Assessment with MTMergonomics

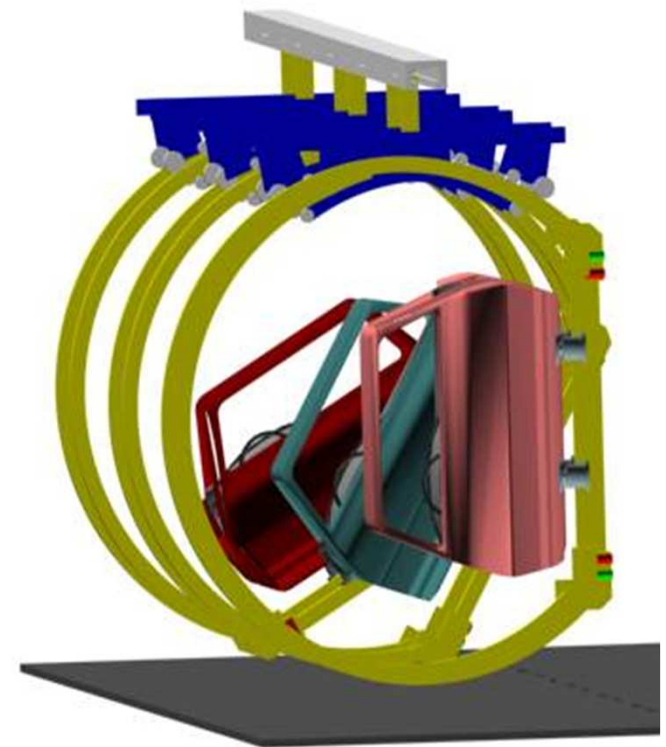


# Transfer of results?

**Solutions:** Installation of wiper motor from outside (seal in rear window automatically)

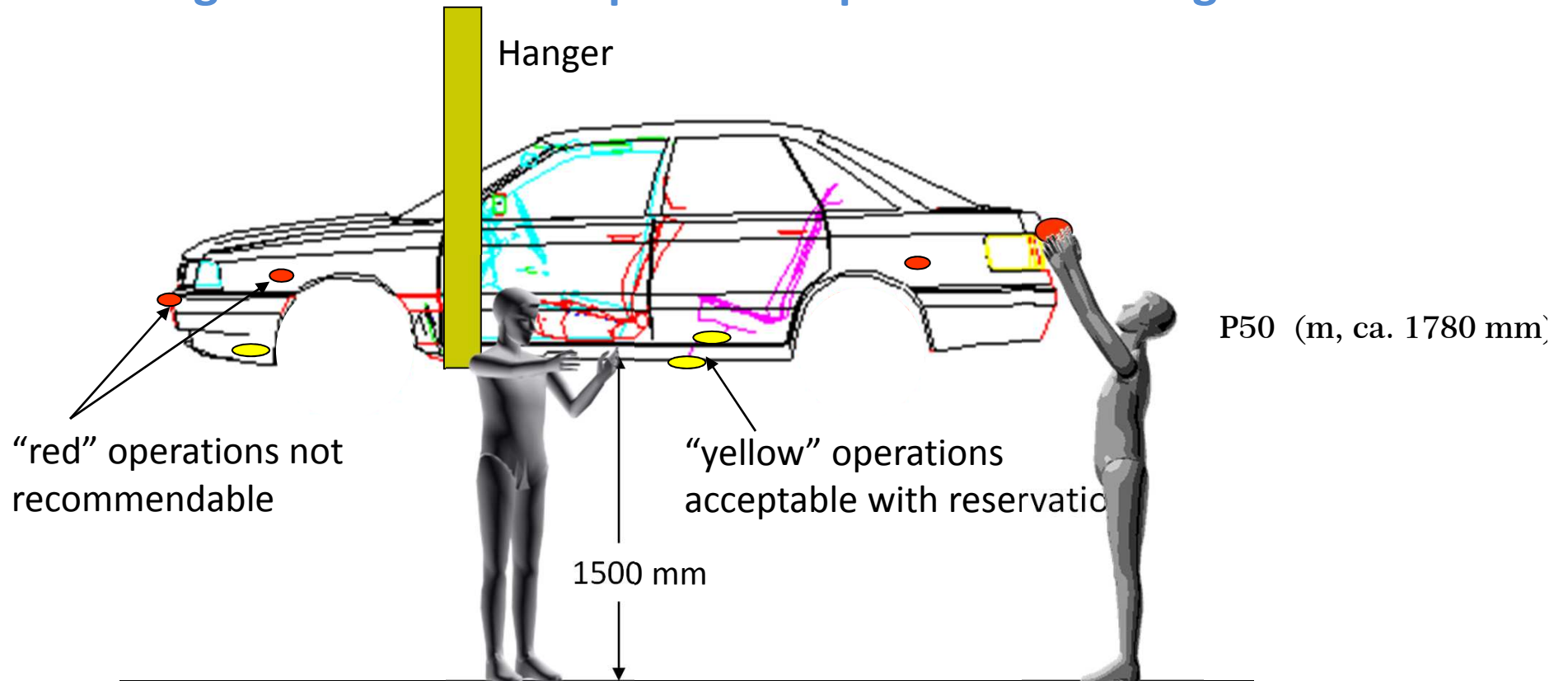


*Possible rotation scenarios for installation from outside (90°, 30°, 60°)*



**Transfer** of assembly principle to other components (components in rear end and interior):  
Transfer specific assembly operations from plate conveyor to rotating hanger

## Planning of installation sequence – Operations in hanger



Transfer of operations on underside of chassis → reduces overhead work

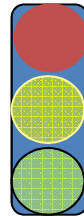
Change of installation sequence at rear and front ends → reduces overhead work

Combination of manual screwing operations with semiautomatic jointing operations on underside of chassis → reduces overhead work and physical force exertion

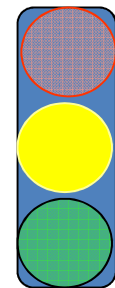
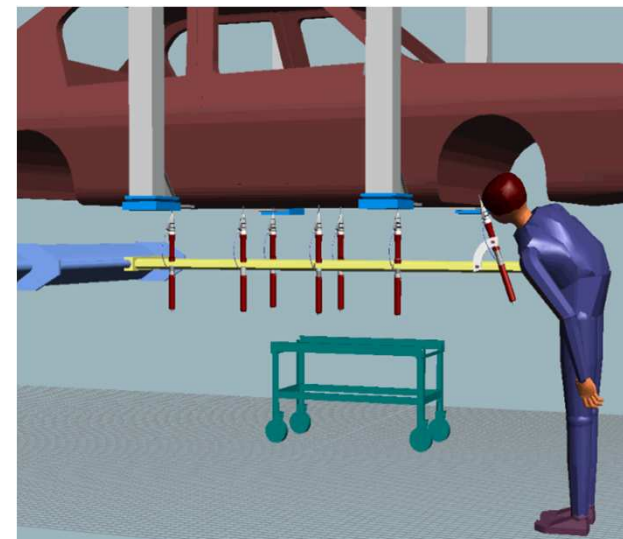
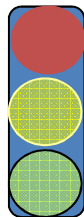
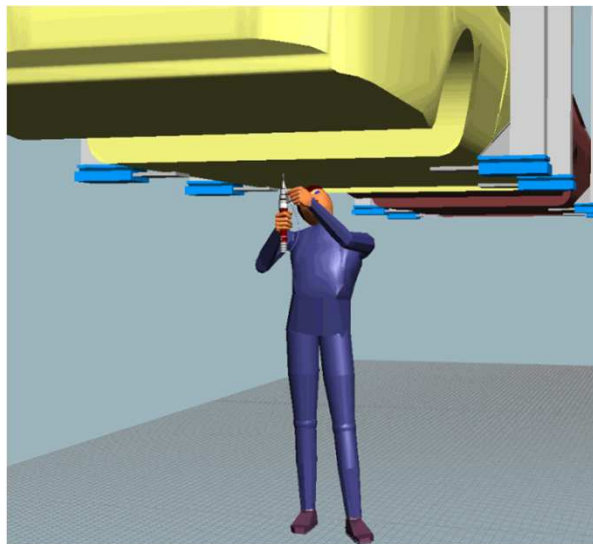
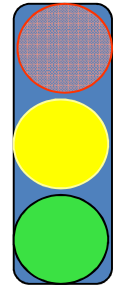
Optimization of balancer setting → Reduces physical force exertion

# Long-term ergonomic objectives with lasting effect

Before: Assessment of overhead work



After: Revised assessment





# Potential for improvement

- During external assembly at front and rear end and central areas below door sills → Lower the chassis (underside of central chassis min. 1200 mm, max. 1500 mm)
- Overhead load handling (>10 kg) → Use lifting aid
- Assembly in front-central area (near windshield, increase reach) → Use platform, improve tool design, use modules
- Joints in interior and on sides of central area → Raise chassis, use modules (integrate assembly operations in the central area)
- Fitting / clipping: keep fitting pressures as low as possible (plan for approx. 20 - 30 N for snap-fit closures)
- Rotation with optimal stress changes (postural changes) and introduce preventive behavioral training
- Optimize component availability arrangements

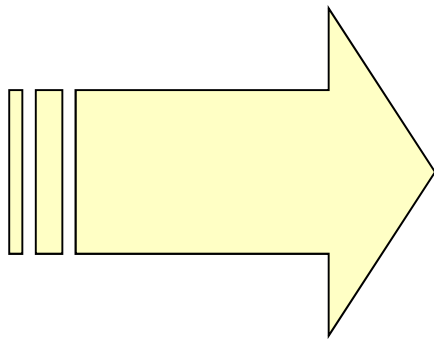
# Ergonomically justified design recommendations for assembly work (selection only)

**Trunk and hood covers:** Place components at ergonomically optimal height, (resulting reduction cable channels cuts material and time expenditure)

**Trunk and engine space: Relocate joints (e.g. weld seams)** in front areas where possible (improved access, less seams): cuts material and time expenditure  
Battery installation: Assemble components to form module → Saves time, better work posture

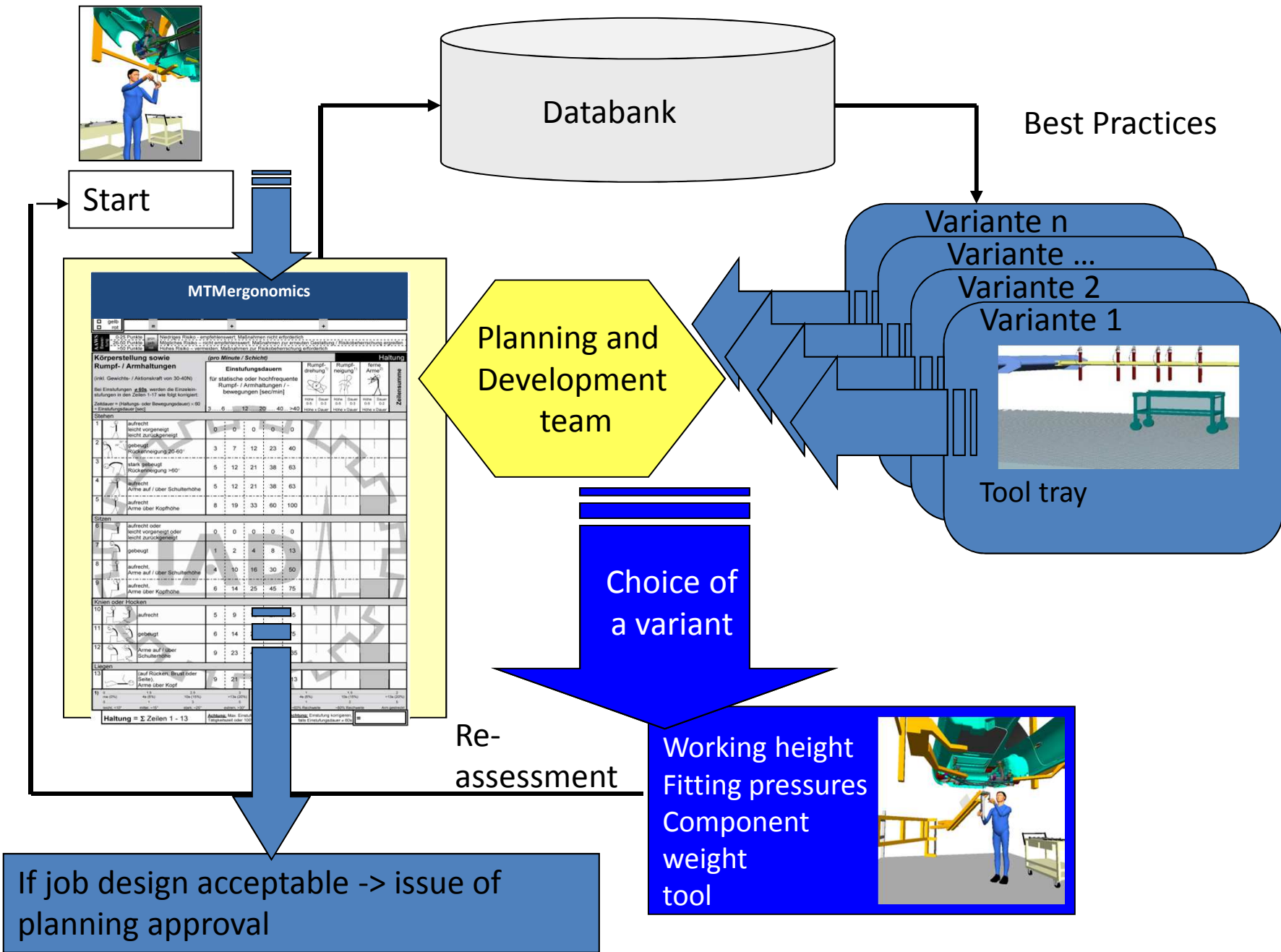
**Underside of chassis:** Introduction of semi-automatic handling in underside assembly work reduces overhead work, saves time

**Choice of materials:** Use of more pliant sealing components reduces hand-finger stress and saves time



**Reduction in forced body postures and need to exert higher physical force and Savings in material cost and assembly time**  
Enhanced process stability  
Shorter amortization period

# Ergonomic loop



# What benefits does ergonomic analysis yield?

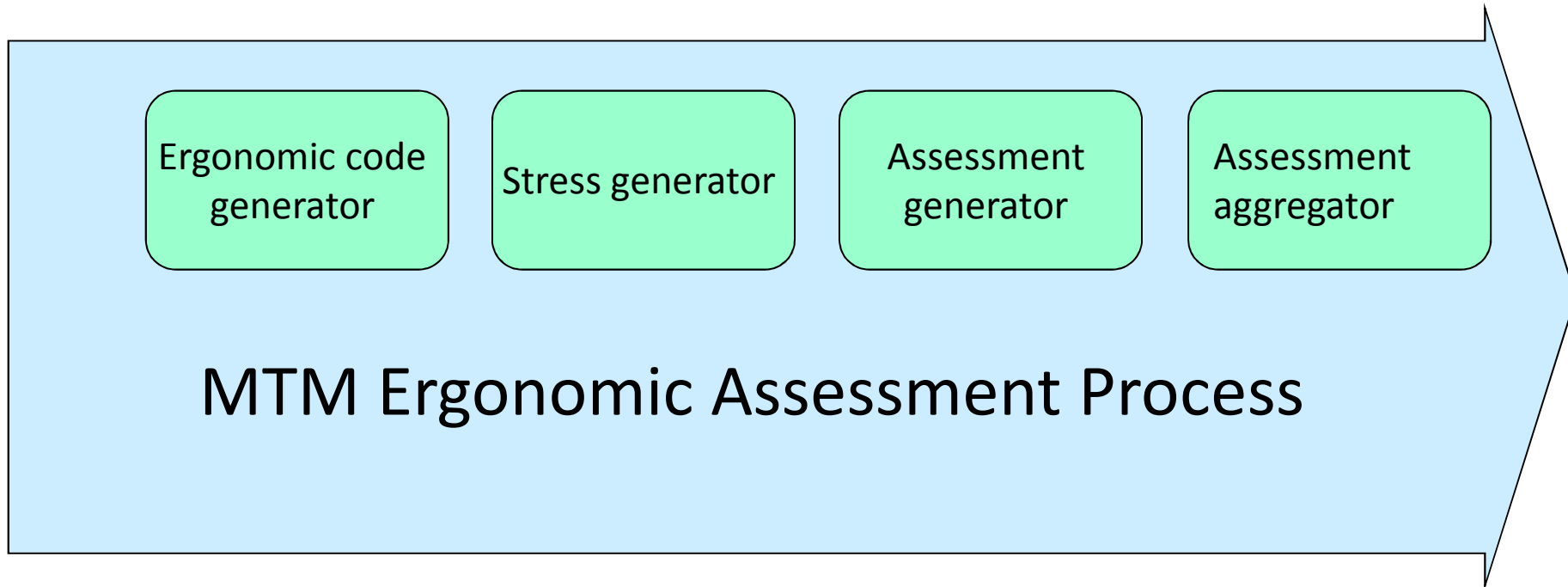
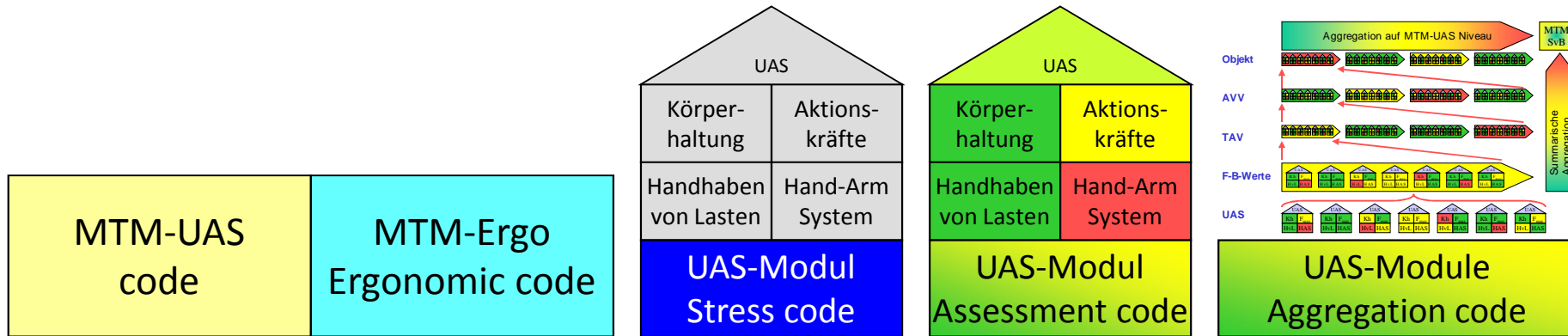
Use of screening procedures in planning and development process

- Aid to planning and development teams in decisions during early phases of a project
- Identification and assessment of body postures that could constitute a health risk
- Comparison and assessment of alternative manufacturing process options
- Ergonomically optimized processes normally cut assembly times

## Anticipated benefits

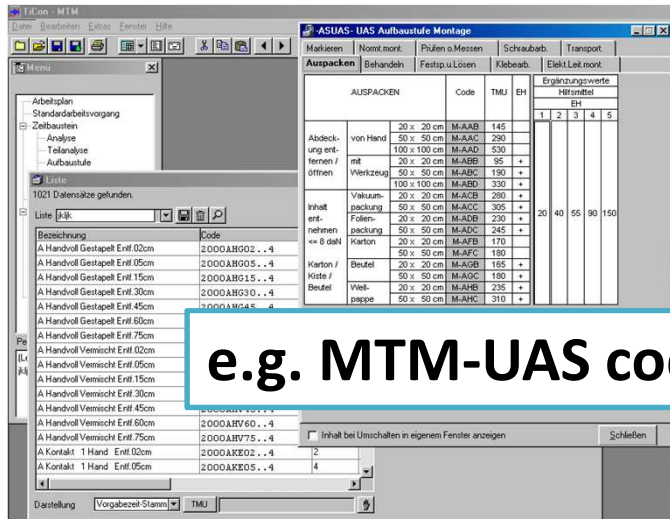
- **Better ergonomic design / reduction in physical stresses to which production/assembly workers are exposed**
- **Enhanced efficiency**
- **Lower production costs**
- **Enhanced process stability**
- **More flexibility in workforce deployment**

# MTM design system



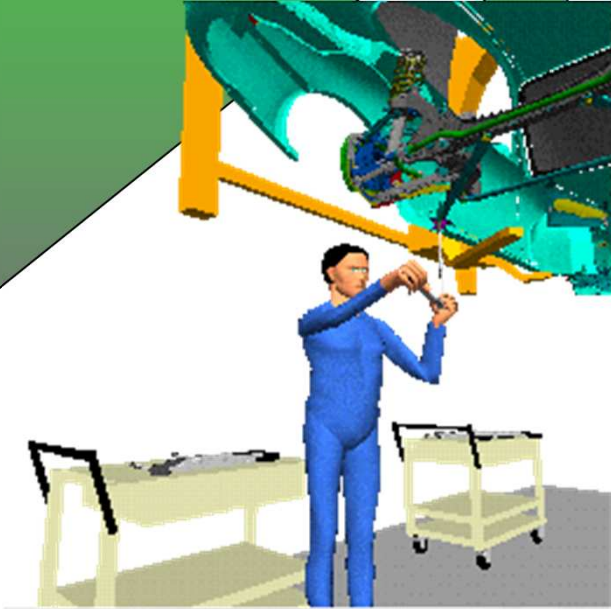
# MTM design system

Risk analyses at an early stage in planning process – based on



e.g. MTM-UAS code

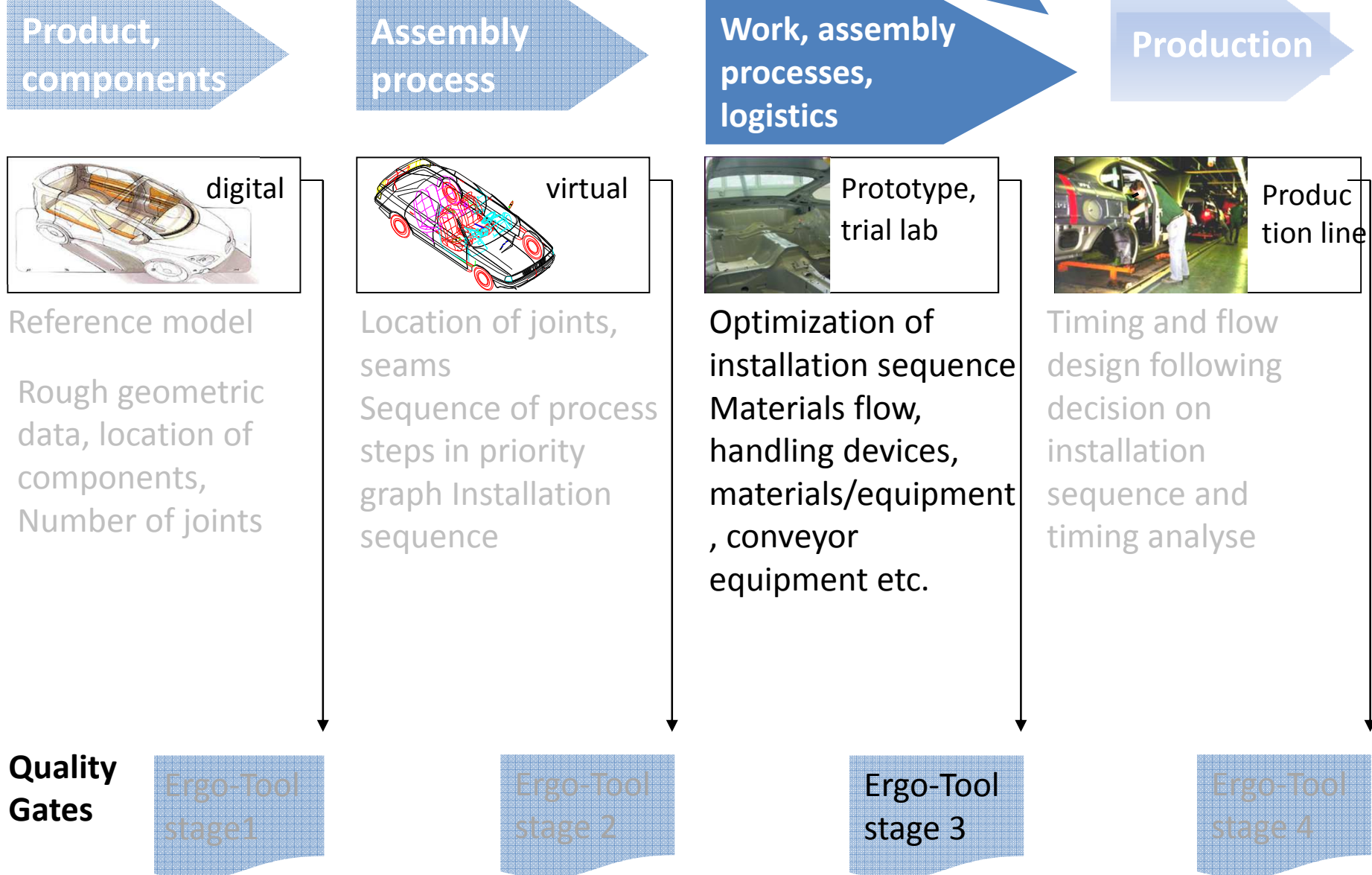
deliver ergonomic risk assessments meeting relevant EU requirements



Please remember this slide.....

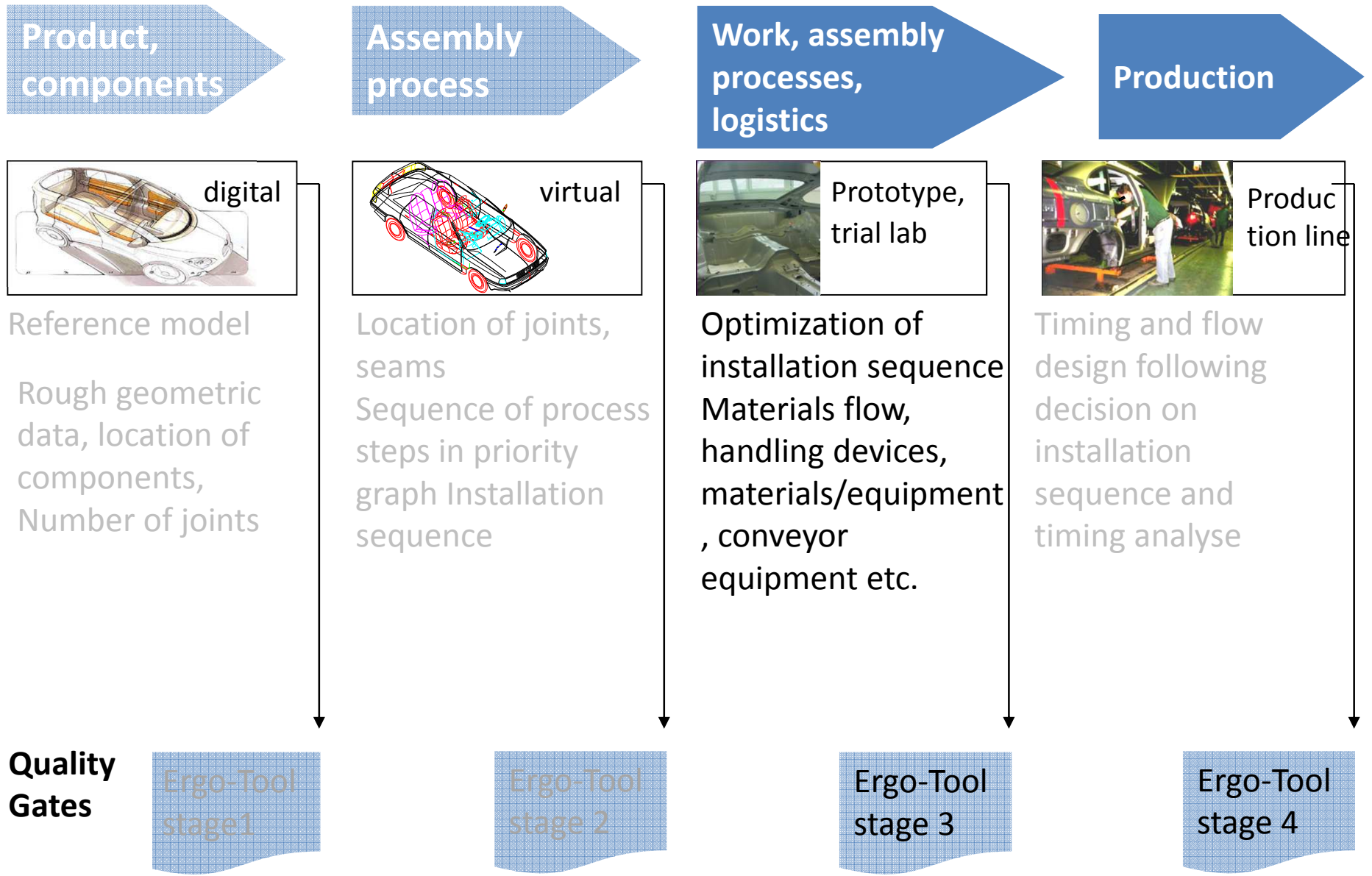
MTMergonomics

# Ergonomic Assessments in individual process step



# Ergonomic screening tools for stage 4?

## Ergonomic Assessments in individual process steps



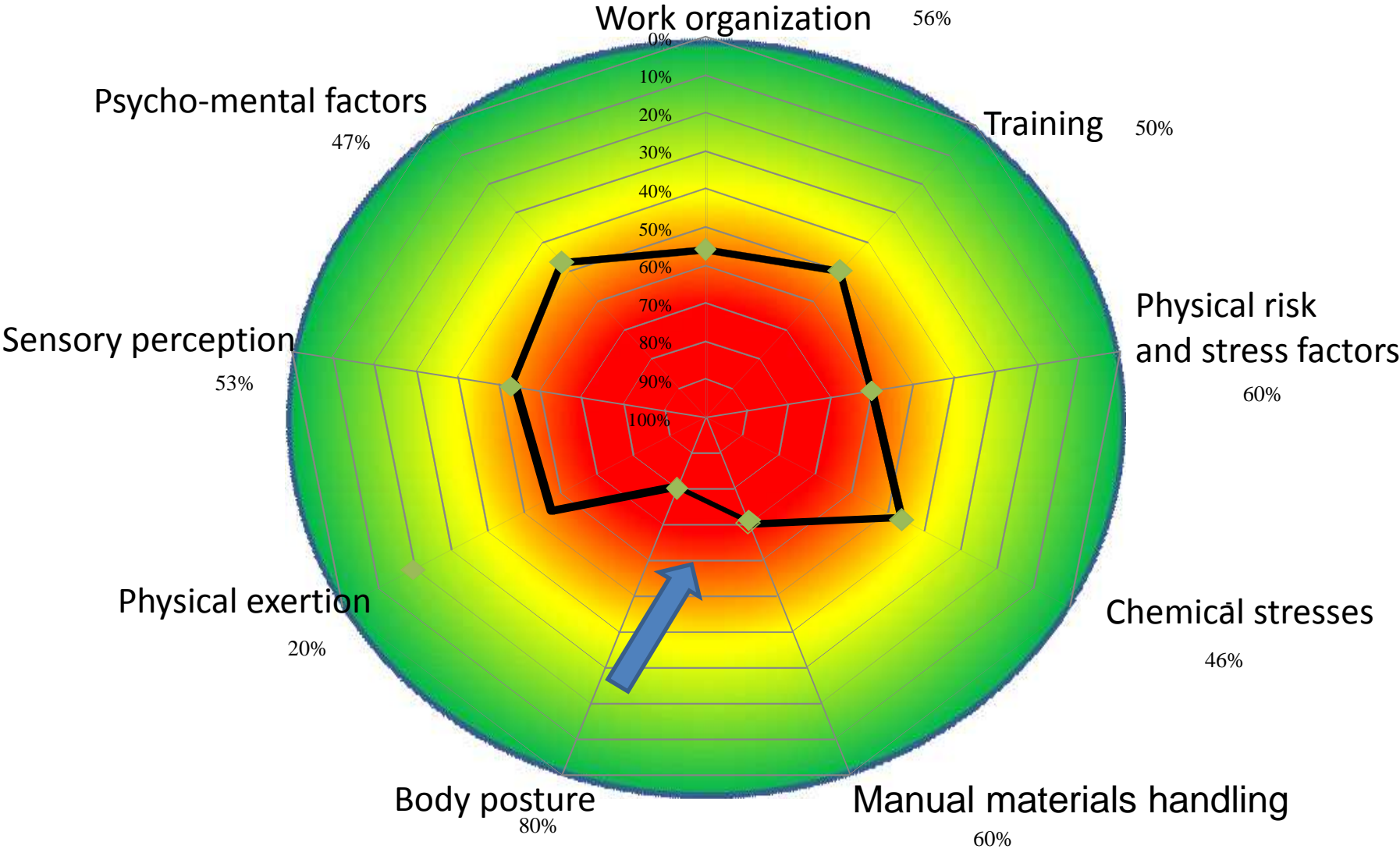


**Automotive industry supplier**  
**Handling of paint drums**

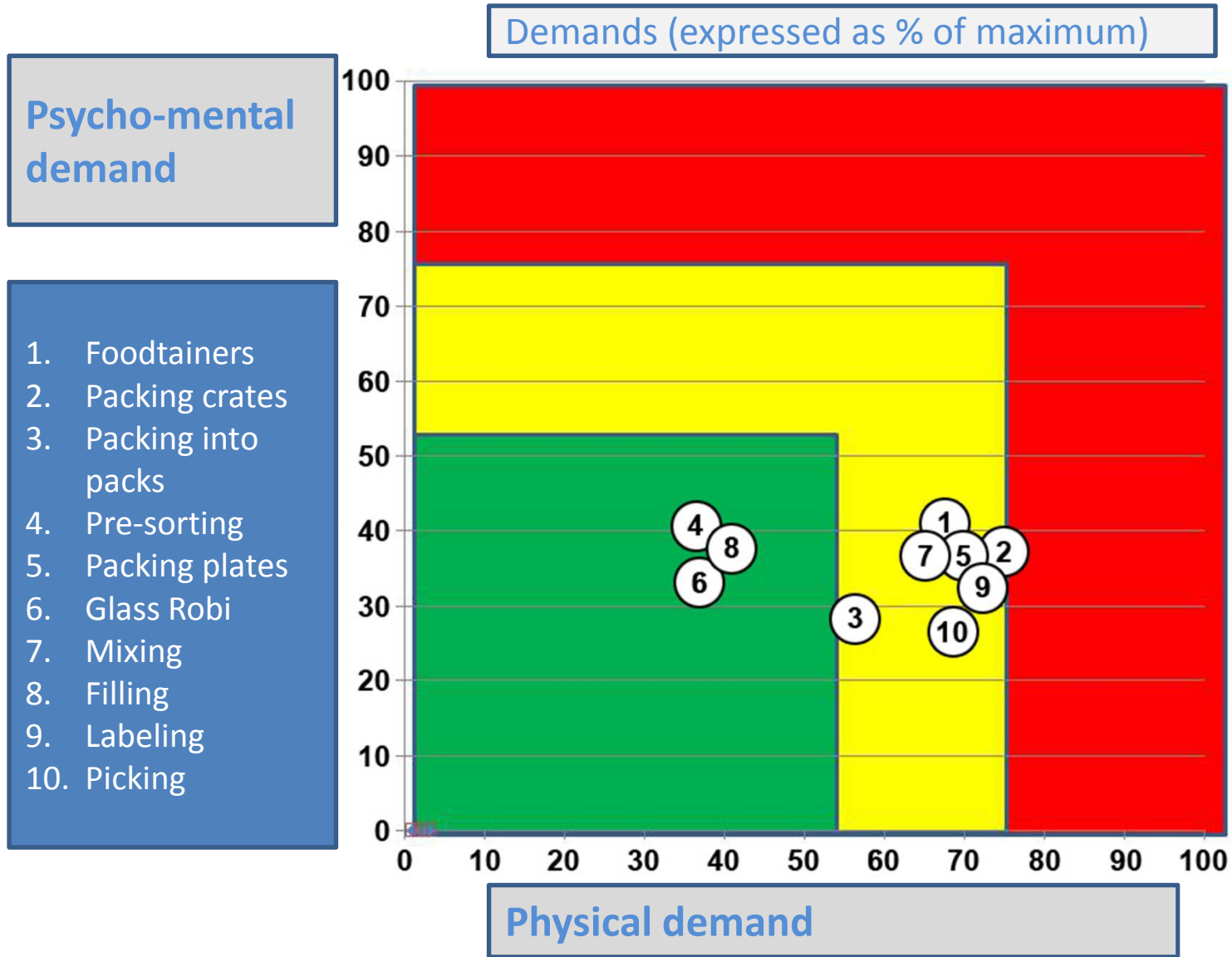


# Handling of drums

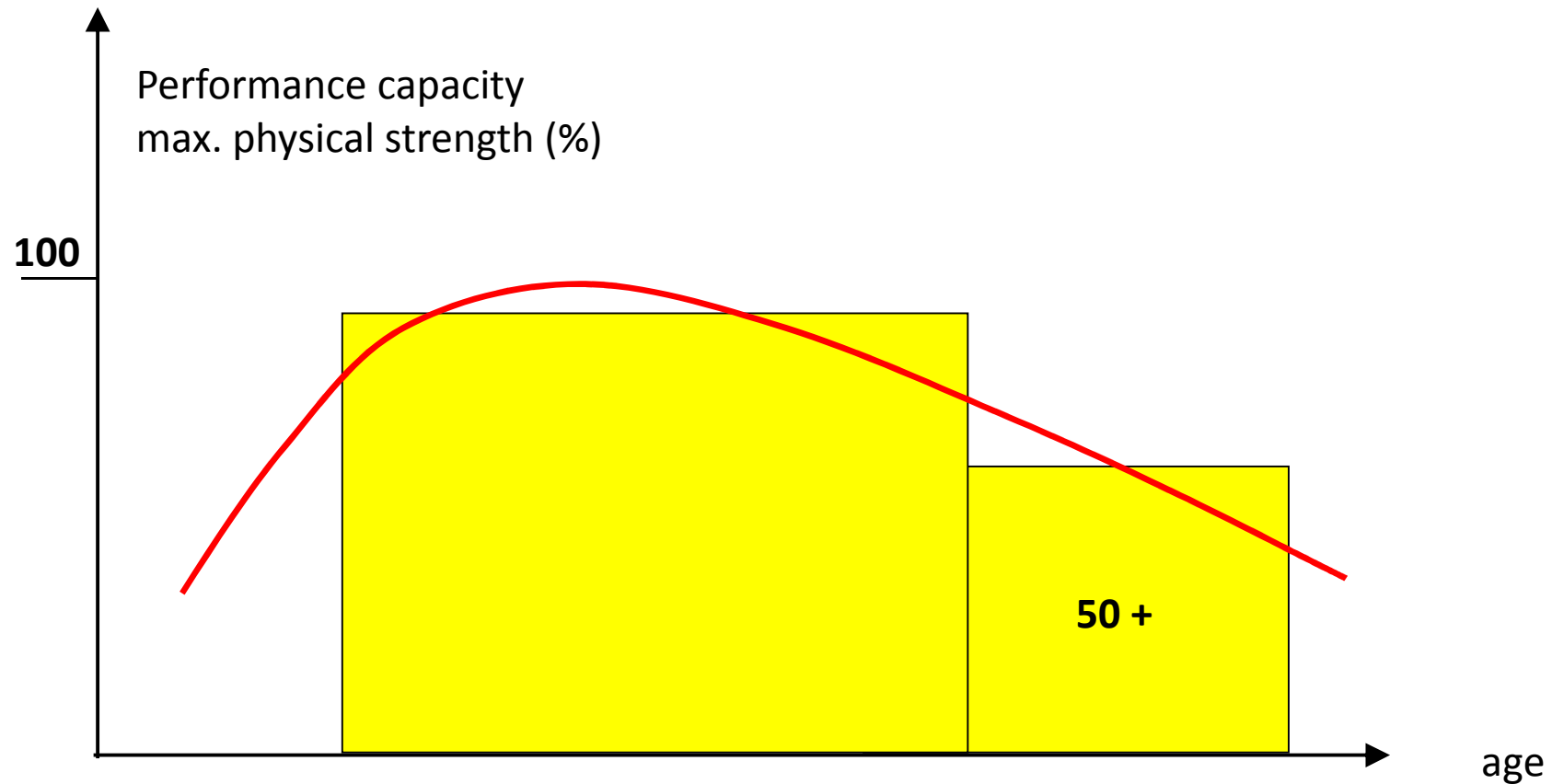
Risks and demands (expressed as % of maximum)



# Register of stresses

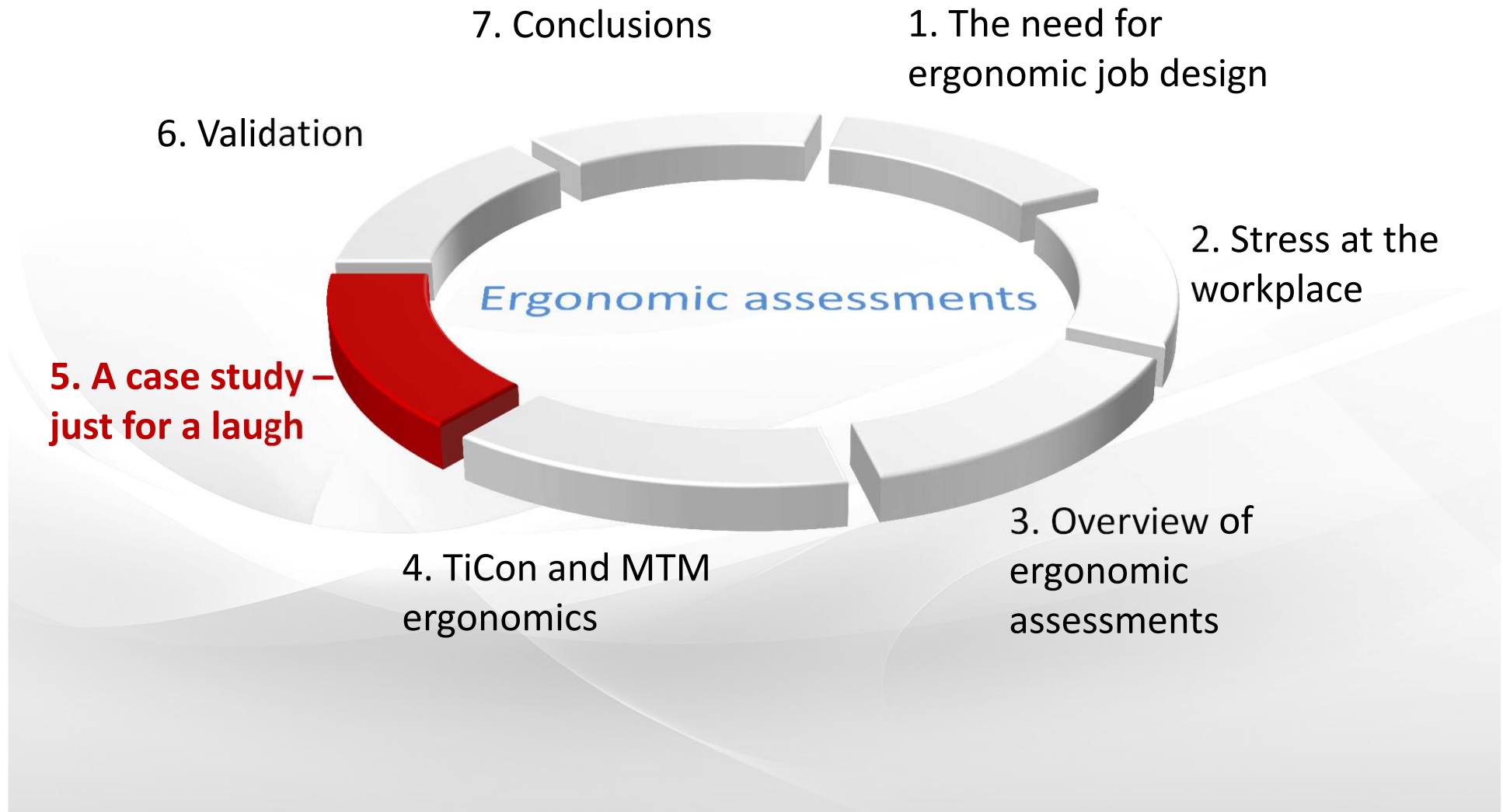


# Ergonomic tools for the production of the future



Age-adjusted ergonomic standards are needed ???  
(e.g. making due allowance for performance limits)

# Agenda



# Risk assessment of assembly jobs in the automotive industry with the EAWS procedure

*Then:* back in the early days

Video source: Ford Model T - 100 Years Later, VW, installation of hood installation  
CarDataVideo

*Now:* a modern workplace Video source:



Risk area: KH, LH, RSI  
EAWS, MTM-Ergonomics



Risk area: KH, LH  
EAWS, MTM-Ergonomics

# Risk assessment of assembly jobs in the automotive industry with the EAWS procedure

*Then:* back in the early days

Video source: Ford Model T - 100 Years Later, Opel, installation of battery  
CarDataVideo

*Now:* a modern workplace Video source:



Risk area: KH, AK, LH, Kräfte  
EAWS, MTM-Ergonomics



Risk area: KH  
EAWS, MTM-Ergonomics

# Risk assessment of assembly jobs in the automotive industry with the EAWS procedure

*Then:* back in the early days

Video source: Ford Model T - 100 Years Later, VW, AC duct

CarDataVideo

*Now:* a modern workplace Video source:



Risk area: KH, AK  
EAWS, MTM-Ergonomics



Risk area: KH, AK  
EAWS, MTM-Ergonomics



# Risk assessment of assembly jobs in the automotive industry with the EAWS procedure

*Then:* back in the early days

Video source: Ford Model T - 100 Years Later, Video source: VW, trailer hitch  
CarDataVideo

*Now:* a modern workplace

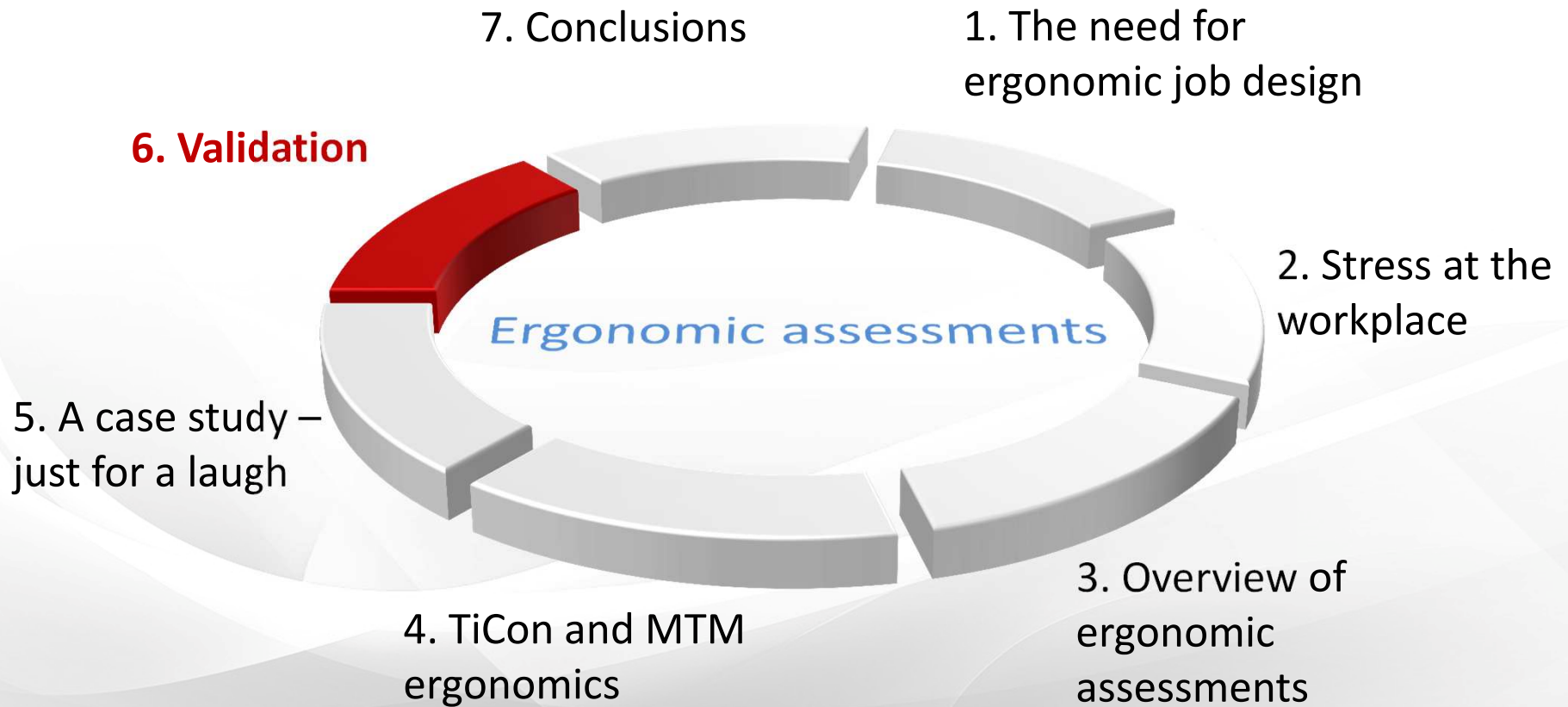


Risk area: highly repetitive actions  
EAWS, MTM-Ergonomics



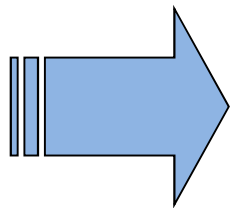
Risk area: AK  
EAWS, MTM-Ergonomics

# Agenda

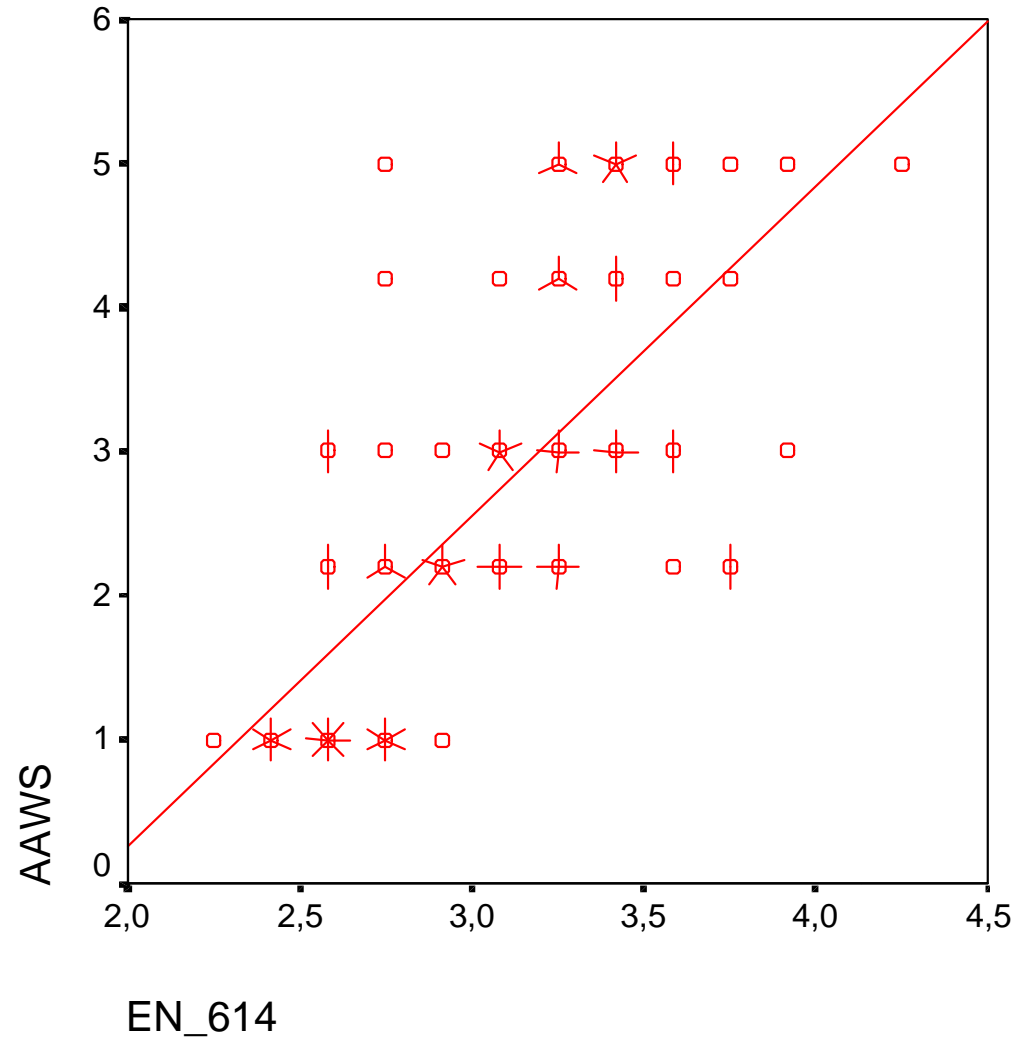


# Correlation **MTMergonomics** and **EN 614, Toyota-Assessment** and **RULA**

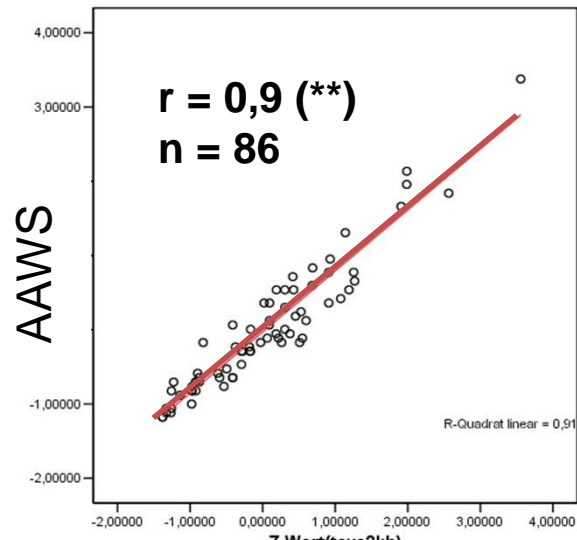
**EAWS-results** correlate significantly with **EN 614, Toyota-assessment, and RULA**



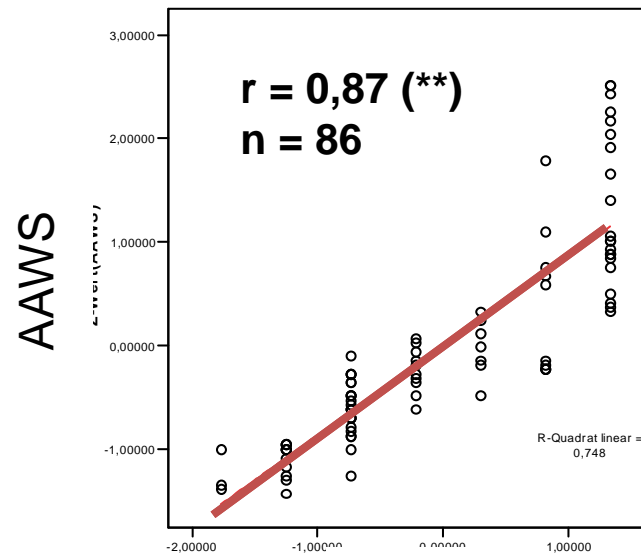
$r = 0,67 (**)$   
 $n = 86$



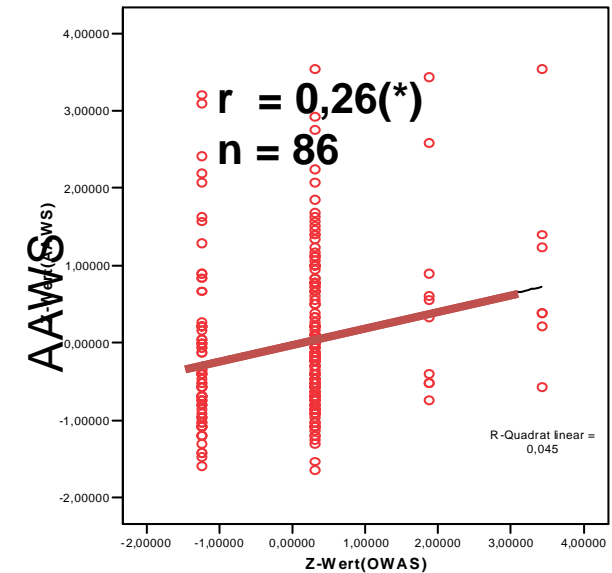
# Correlations of AAWS / Toyota / OWAS and RULA



Toyota



Rula



OWAS

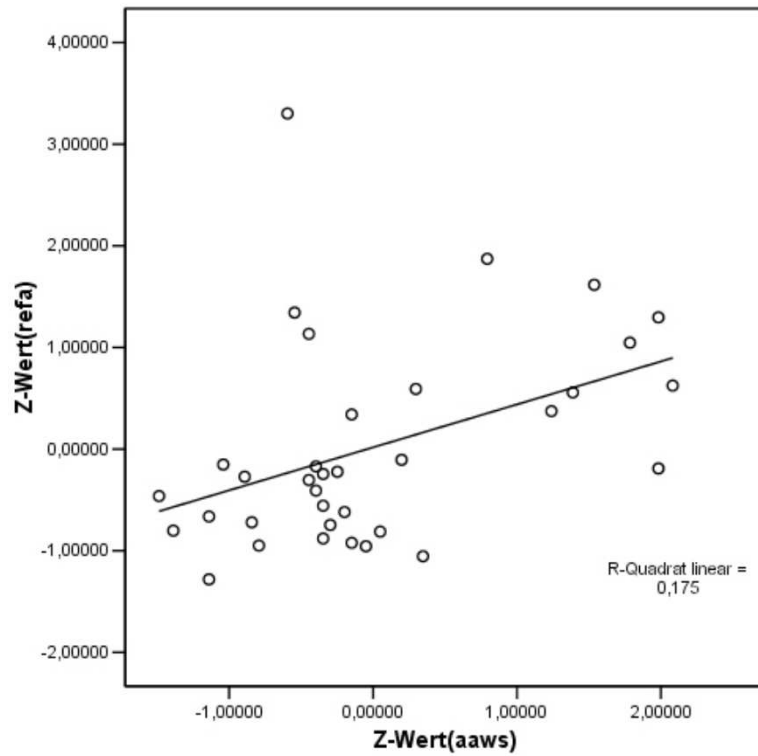
High correlation of  
AAWS, Toyota  
and RULA

weak correlation  
of  
AAWS and OWAS

Different assessment methods yield lower degree of correlation: AAWS looks at the full sequence of postures during a cycle, OWAS only at a typical or at the most stressful posture occurring during a cycle.

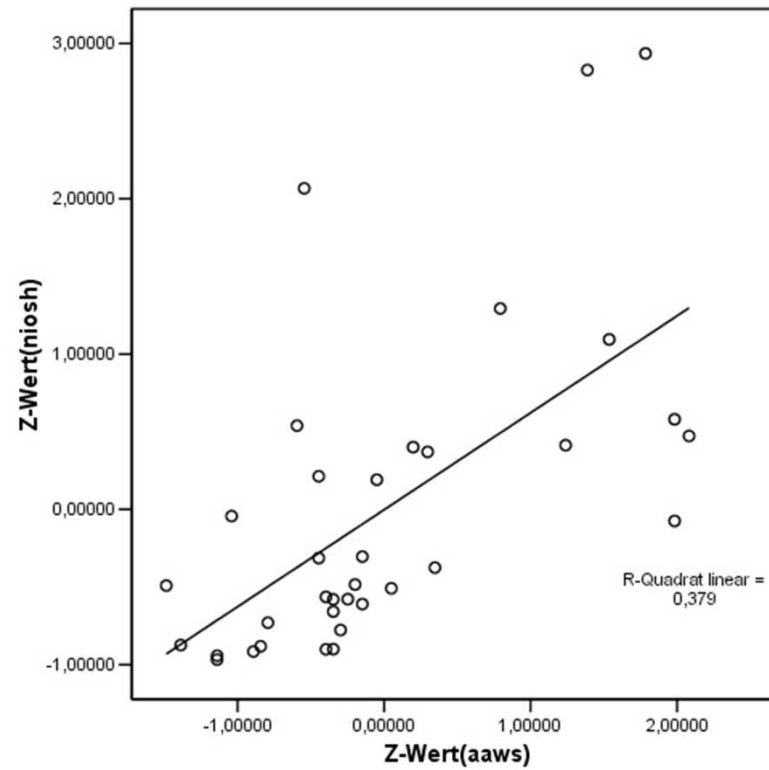
(Winter & Landau 2010)

# Manual materials handling correlation of REFA and AAWS



$r = 0,42(*)$   
 $n = 36$

# NIOSH and AAWS



$r = 0,62(**)$   
 $n = 36$

(Winter & Landau 2010)

# Correlation between MTMergonomics score and subjectively perceived severity of symptoms

## Severity of work-induced symptoms

Do you have any symptoms caused by postures required during your work?  
Put a cross on the scale to indicate severity of symptoms (if no symptoms, cross zero)

No symptoms

Very severe symptoms

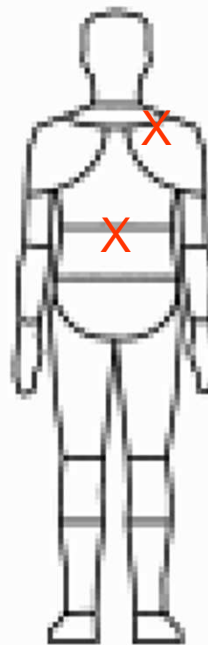


grün

gelb

rot

$r = 0,41^{**}$   
(n = 247)

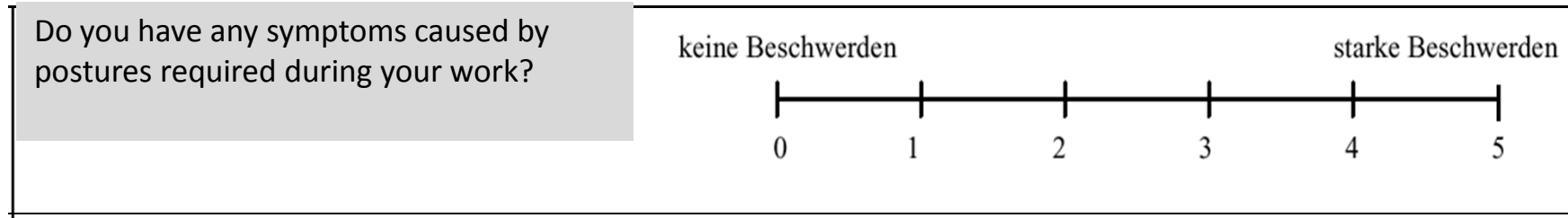


Links Rechts



(Winter & Landau 2010)

# Correlation between AAWS score and subjectively perceived severity of symptoms caused by working postures



$r = 0,55^{**}$   
(n = 247)



(Winter 2010)

Correlation between **AAWS-Score** and subjective **complaints** because of physical forces



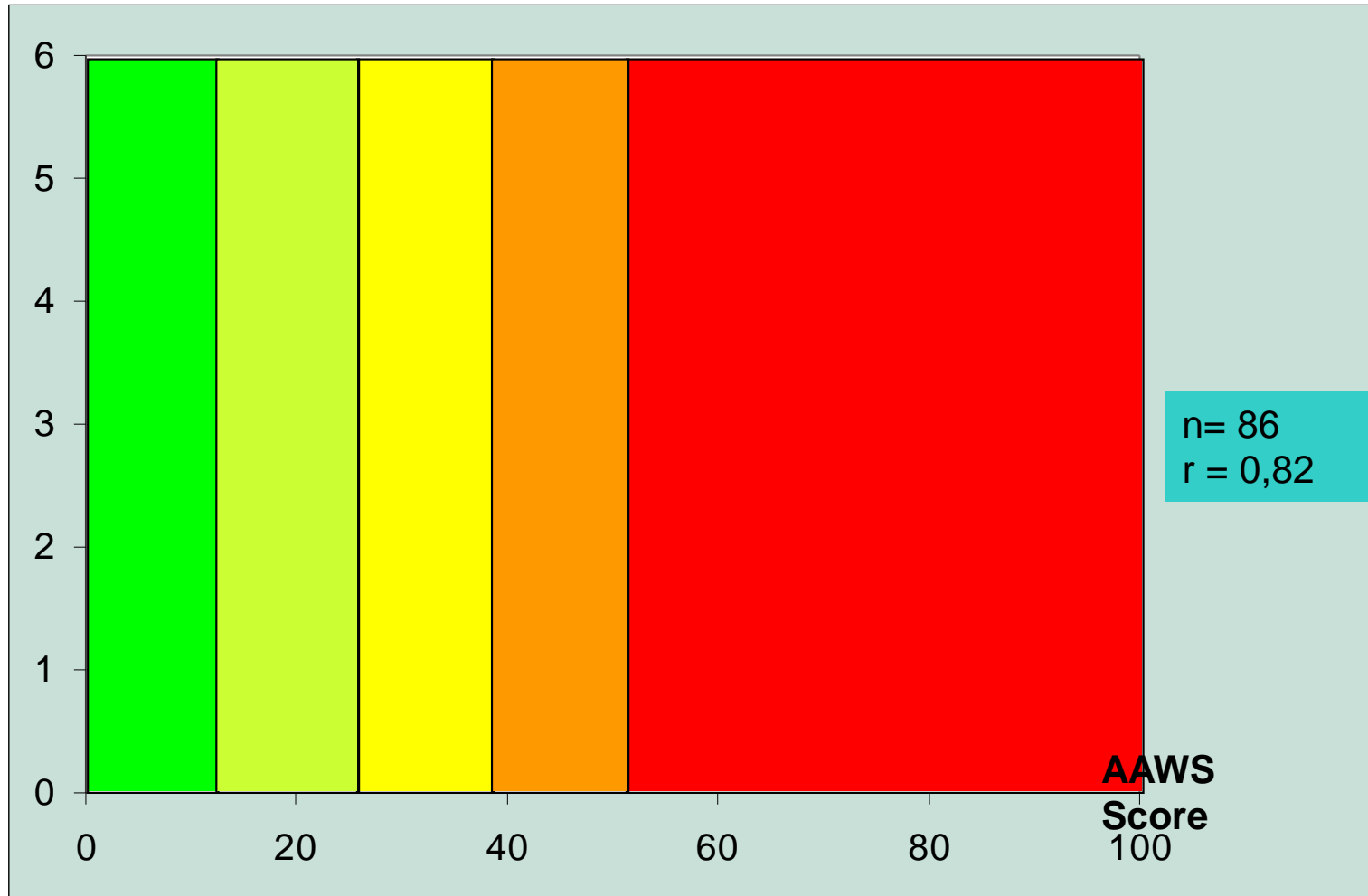
$r = 0,29^{**}$   
(n =247)



(Winter 2010)



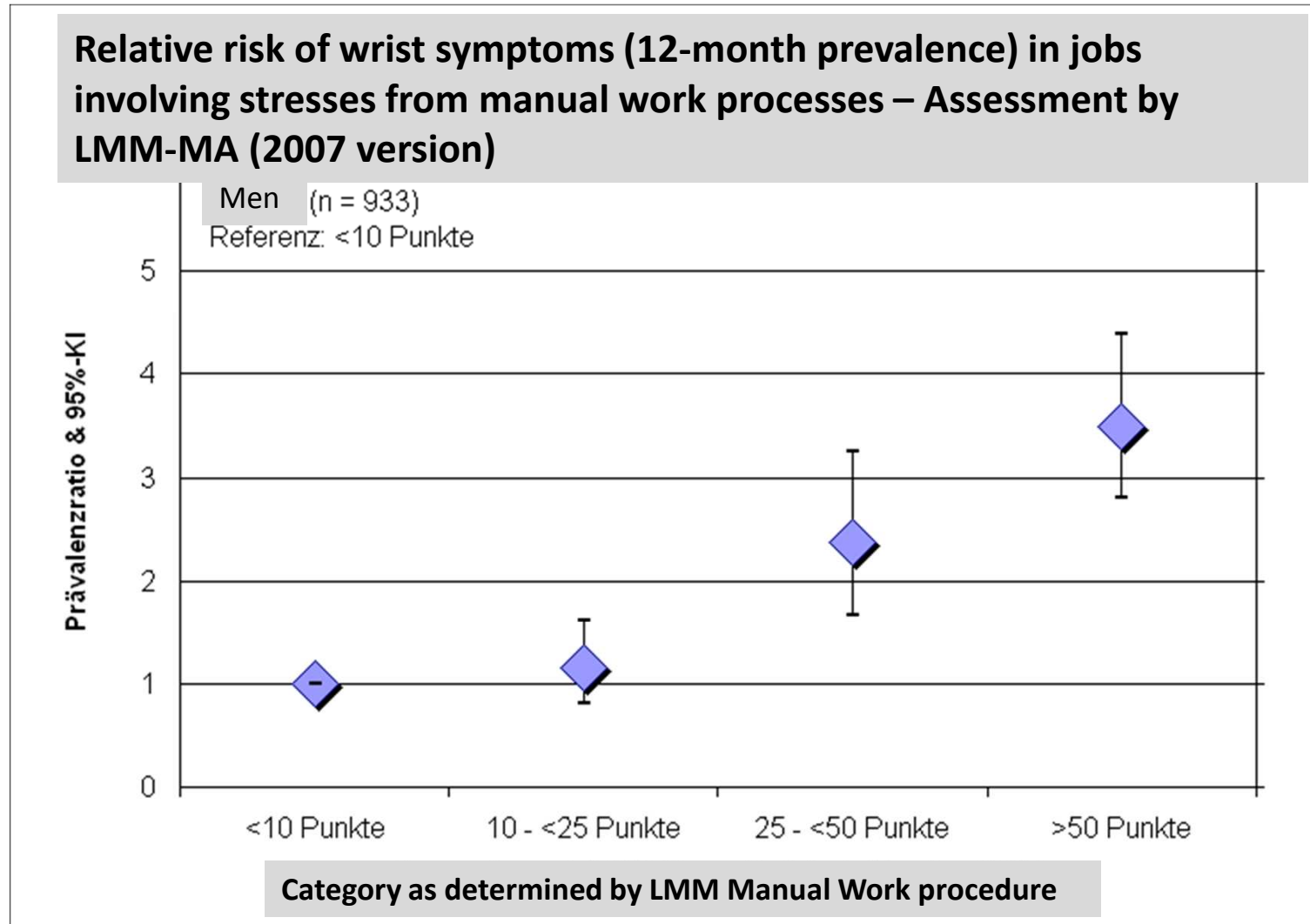
# Expert rating and MTMergergonomics



(Winter & Landau 2010)

Experts from assembly departments (foremen, work study practioners, industrial engineers, health and safety specialists),  $p = **$

# Example of epidemiological validation



According to *F. Liebers, U. Steinberg, U. Latza, H.-J. Gebhardt, M. A. Rieger, A. Klußmann*

Kurt Landau  
landau@ergonomie.de

## Problems with Ordinal Scale

- Rating “2” is twice the value of rating “1”?
- Is a rating “2” for one item equivalent to a rating “2” for another item?
- Despite this, ordinal scales are used in the same way as interval scales: algebraic operations with point scores

## Problems with Traffic Light Risk Assessment Procedure



- The traffic light risk assessment procedure specified in European Norm EN 614-1 → is simple to interpret by industrial work safety officers.

....but

- Summary 3-stage assessment implies that results of individual safety tests can simply be added up.
- It makes no allowance for effects of simultaneous and successive stress superimpositions.
- It makes no allowance for action taken to reduce stress.

However....

Industrial engineers and work study people need evaluation results

- simple
- ready to implement
- in conformity with national and international standards

Traffic light risks may be understood as an early warning system

## Questions still to be answered

- To what extent do some stresses cancel or balance each other out?
- One very basic question: The accuracy of assumptions on stress reduction functions (e.g. standing versus walking yes; use of force versus sensomotor function no). No research on this in many cases
- Is it permissible to borrow from procedures for determining recovery times?

## Weaknesses of many assessment procedures





















- Not possible to offset different stress types against each other
- (Example: bumper assembly)
- Stresses capable of causing health risks have to go through the full calculation procedure in all cases with MTM ergonomics
- Effects of successive stresses?

## Factors lying outside the parameters of the assessment procedure

- Technical and ergonomic quality of job design?
- Body stability?
- Worker attitude?
- Anatomical type?
- For which section of working population?
- Job training/fitness?
- Health status?
- Environmental influences?
- Epidemiological validation?



# Long way to cause-effect models....

	Neck	Shoulder	Elbow	Wrist (carpal tunnel)	Wrist (tendons)
Repetitive movements					
Force					
Posture					
Vibrations					
Combination					



Strong relationship



Moderate relationship



Small relationship

(NIOSH 1997)

# Agenda

## 7. Conclusions

1. The need for ergonomic job design

2. Stress at the workplace

3. Overview of ergonomic assessments

4. TiCon and MTM ergonomics

5. A case study – just for a laugh

6. Validation

Ergonomic assessments



## Conclusions

- Wide selection of assessment procedures for physical work
- MTMergonomics is
  - standardized and
  - validated
- MTMergonomics has high correlation with other procedures
- MTMergonomics correlates with rating of IE-experts
- EAWS/MTMergonomics most suitable for use during planning phase with support from TiCon

## Conclusions

- 1st case: Successive effect of different types of stress → can reduce stress (e.g. alternate walking and standing)
- 2nd case: Successive effect of same type of stress (e.g. alternation between green and red stress levels)
- 3rd case: Simultaneously occurring stress types which may, to a certain extent, cancel each other out
- 4th case: Successive or simultaneously occurring stress types with synergistic (stress-multiplying) effects
- 5th case: Reversible vs irreversible overshoot of stress limits

## Conclusions

Analysis of actual status with EAWS in manual operations too costly and time-consuming

Instead: use screening tools for systematic identification of bottlenecks in any given work area

Example: ABG